



**Research Product 98-23**

**Plan for Combat Operations  
(Battlefield Function 18)  
as Accomplished by a  
Forward Support Battalion  
Volume 2: Assessment Package**

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14. ABSTRACT (Maximum 200 words):  The purpose of the overall research program was to document the synchronization required by command and control tasks performed within the armored brigade, to include combat support and combat service support units. The immediate application of the documentation was to support developers of staff training in two related projects: Battle Staff Training System and Staff Group Trainer. The documentation was also intended to assist with the planning and execution of collective training.  The documentation approach was to apply function analysis (FA) techniques for battlefield functions (BFs) in the Command and Control battlefield operating system. Thirteen FAs were developed for the brigade headquarters and four supporting units: direct support field artillery battalion, engineer battalion, forward support battalion, and air defense artillery battery. The FAs were revised through a formative evaluation process that included internal review and successive external reviews by combat training centers, proponent agencies, and a review council representing potential users of the FAs. The final products include the FAs, a user's guide, and assessment packages for the BFs. This report provides the assessment package for BF 18 as performed by the forward support battalion.					
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## FOREWORD

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One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon. What have been lacking are function analyses along with task descriptions that have a broader BOS perspective; one which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

The assessment procedures described in this report are based on a function analysis resulting from one of three efforts conducted under the ARI project, "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)." The work in this part of ITTBBST is the fifth in a series of ARI projects directed at analyzing the vertical and horizontal synchronization required by combined arms operations. All of the projects have analyzed functions, previously labeled "critical combat functions (CCFs)" and now labeled "battlefield functions (BFs)." The previous projects analyzed: all BF's performed by a heavy battalion task force; a sample of seven BF's performed by an armored brigade; and the integration of fire support BF's as performed by an armored brigade and at echelons higher than brigade. The research in this project analyzed BF's in the Command and Control BOS. Separate coordinated analyses of these BF's were performed for the armored brigade headquarters and four types of supporting units, one of which is the Forward Support Battalion.

The analyses developed in the project have been used in the development of staff training in related projects within the ITTBBST program. In addition, U.S. Army Training and Doctrine Command (TRADOC) representatives have identified a variety of applications by TRADOC training and other developers as well as potentials for collective training management.

ZITA M. SIMUTIS  
Technical Director



## ACKNOWLEDGMENTS

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The assessment package contained in this volume is based on the battlefield function analysis presented in Volume 1. That analysis benefited from considerable dedicated effort on the part of many persons. The efforts of a few of these many persons are specifically and gratefully acknowledged here. An especially key person was MG (Ret) Lon E. Maggart, Commanding General of the U.S. Army Armor Center (USAARMC). Prior to and during the conduct of this effort, he contributed greatly to definition of training needs and concepts in support of Force XXI. He saw that battlefield functional analyses could provide a valuable foundation for Force XXI training development efforts; hence, MG (Ret) Maggart strongly backed these efforts.

COL G. Patrick Ritter and LTC Marvin K. Decker, acting in accordance and agreement with MG (Ret) Maggart's vision, vigorously pursued battlefield function analysis efforts and persevered in ensuring their application to Force XXI training developments. COL Ritter, Director, Directorate of Training Development and Doctrine (DTDD) at USAARMC, and LTC Decker, Chief of DTDD's Force XXI Training Program (FXXITP) office, ensured implementation of necessary actions, and the participation of military subject matter experts and potential users of function analysis products as needed to assure quality outcomes.

Among many participants in performing the analyses themselves, and validating their integrity and validity, were members of the Training Directorate at U.S. Army Combined Arms Support Command, DTDD at USAARMC, and Operations Group at the National Training Center (NTC). Final recommendations and approval of these analyses were provided by proponents and users constituting the Force XXI Review Council. Members of the Review Council included: COL G. Patrick Ritter and LTC Marvin K. Decker, USAARMC; LTC James R. Harrison, U.S. Army Armor School (USAARMS); COL Philip Federle, U.S. Army Engineer School; LTC David M. Annen, U.S. Army Field Artillery School; LTC Larry Newman, U.S. Army Air Defense Artillery School; LTC Roger F. Murtie, National Training Center; LTC Gilbert Pearsall, Joint Readiness Training Center; COL Roger W. Jones, TRADOC Program Integration Office-Army Battle Command System; and COL Robert J. Fulcher, 29th Infantry Regiment.

The research for and preparation of this report benefited immeasurably from the assistance provided by members of the U.S. Army Research Institute. Specifically, the authors would like to acknowledge Dr. Kathy Quinkert for her continual support and guidance. As Contracting Officer's Representative, she interfaced with the FXXITP and the Army audience continually in providing program intent. Additionally, Ms. Dorothy Finley is acknowledged for serving as a peer reviewer for the product. She offered constructive comments that have improved both the content and style of the report. Also, special recognition is given to Ms. May Throne, a Consortium Research Fellow from the University of Louisville assigned to Fort Knox, and Ms. Lori Cracknell. Their never ending efforts to assist in the formal production of this report will not soon be forgotten.

# PLAN FOR COMBAT OPERATIONS (BATTLEFIELD FUNCTION 18) AS ACCOMPLISHED BY A FORWARD SUPPORT BATTALION VOLUME 2: ASSESSMENT PACKAGE

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## INTRODUCTION

The results of the Army Research Institute's examination of battlefield functions (BFs) relevant to a brigade combat team's combined arms operations are in a series of two volume sets. These sets cover brigade headquarters and the supporting units of air defense artillery battery, engineer battalion, field artillery battalion, and forward support battalion. Volume 1, Function Analysis, identifies and describes information and tasks necessary to accomplish the function. The analysis is targeted at planning and conducting collective training. Volume 2 provides an Assessment Package. It implements an assessment approach that identifies the purpose of the unit's action in relation to the function. This provides a basis for appraising the performance of the function and the outcomes resulting from it. The assessment package is intended to support the conduct of a training event, such as a field training exercise (FTX) or command post exercise (CPX). The package assists assessment planning, data collection, and using the collected data in the conduct of after action reviews (AARs). The materials assume skilled observers who can quickly identify when a unit is performing especially well or not, and, if not, the nature of the problem. Nothing in the Assessment Package can substitute for that expertise. The package adds value to two aspects of assessment. First, consistency in the assessment of multiple observers is facilitated through the consideration of the same outcomes and tasks. Second, efficiency in the assessment and AAR process is enhanced.

This assessment package is for the forward support battalion. It is organized to allow a commander or other observer to consider performance at several levels associated with increasingly focused questions:

- Did the unit achieve the purpose of the BF (e.g., for BF 19, to provide leadership, direction, command, and control during preparation for the battle)?
- If the purpose was not achieved, which outcomes did not occur? (e.g., Did subordinate leaders demonstrate an understanding of the critical elements of their own mission and mission essential tasks, the brigade mission, and the brigade commander's intent?)
- If an outcome did not occur or if performance was exemplary, what components of the outcome (e.g., backbriefs, rehearsals) or clusters of tasks (e.g., rehearsal tasks related to level of participation, priority of tasks, and realism) were notable strengths or weaknesses?

The tools provided in this Assessment Package include:

- Worksheet: This provides a means to record brief answers to each of above three questions.

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- **Assessment Strategy and Assessment Scale:** The Strategy section advises where assessment personnel should be stationed to both observe performance, and review incoming information and outgoing products. The Assessment Scale can be used to assign evaluative ratings to both observations and products.
- **Outcome Assessment Observations and Diagnostic Aids:** These forms guide observers in making their evaluative ratings and then in further specifying, or diagnosing, any weakness in the observed performance.
- **Product Review Measures of Effectiveness:** These forms provide a means for collecting information regarding each of the products. They identify the products to be reviewed, which items to evaluate, and the information to be recorded.

### Planning Assessment

The Assessment Strategy tool, briefly noted above, lists all outcomes that could be addressed, suggests where observers should be located, and specifies activities and products to be observed. The strategy helps commanders decide which outcomes should be addressed, guides the estimate of the number of observers and types of enemy forces required, and identifies the relevant assessment tools in the package (e.g., measures of effectiveness, outcome assessment guides, and diagnostic aids).

### Conducting AARs

In assessing the training and organizing the AAR, the commander or observer progresses through three decisions. The first decision is whether the function was accomplished and if it should be addressed in the AAR. This decision is typically based on whether the unit accomplished the purpose of the function and the outcomes that support the purpose. The next level of choice is the selection of function outcomes that are appropriate for the AAR. This analysis is supported by objective measures in the Assessment Package's tables and a framework for systematic expert judgment concerning performance related to the outcome. The third level of selection concerns the specific behavior related to the outcome that was pivotal to the unit's success or failure. This selection is aided by data collected in accordance with the observation and product review guides for each component. In complex outcomes, the performance requirements are broken into components to help the commander or other observers focus their attention. In all cases, related tasks and supporting tasks are summarized to describe behavior required to achieve the outcome. Two types of measures help provide the desired consistency and efficiency.

Outcome Assessment Guides. These guides usually require the commander or observer to be present to watch the unit's actions and judge the results. Tasks and supporting tasks associated with each outcome are grouped into likely strengths or weaknesses. The guides are supported by diagnostic aids tied to the function analysis in Volume 1. The diagnostic aids list the tasks and supporting tasks that apply to the outcome components and task summaries.

Product Review Measures of Effectiveness. These measures help anchor the assessment with objective data. The tables associated with the measures of effectiveness should be completed for each event that covers the relevant outcomes. Over time, the measures will provide a context for showing how performance compares with other units or with previous performance by the subject unit. Many of the measures can be completed based on products, so the commander or observer does not have to view the performance. There should, however, be a mechanism in place to collect and process the information before the AAR.

WORKSHEET

MISSION \_\_\_\_\_  
DATE \_\_\_\_\_  
UNIT \_\_\_\_\_

Briefly state the Division Support Command (DISCOM) and supported brigade commander's intents for this mission.

DISCOM commander's intent:	
Brigade commander's intent:	

**PURPOSE OF THE BF:** The Forward Support Battalion (FSB) provides direction and guidance to all elements of the FSB in the form of orders.

Did the FSB achieve this purpose? (Circle one:) YES NO

If the performance exceeded the standard, please describe any techniques of superior performance. These are techniques that you believe should be cited in the AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army.

--

**WORKSHEET (Continued)**

Outcome	Achieved?	Notes
<b>OUTCOME 1:</b> Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.	Y N	
<b>OUTCOME 2:</b> FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.	Y N	
<b>OUTCOME 3:</b> Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).	Y N	
<b>OUTCOME 4:</b> Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.	Y N	



## ASSESSMENT STRATEGY

Locations to observe unit performance and aspects of that performance relevant to assessment are suggested for each Outcome. The suggested locations and focus/foci are not meant to be an exhaustive or all inclusive list.

Outcome	Focus and Location of Assessment
<p><b>OUTCOME 1:</b> Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.</p>	<p><b>Focus on FSB orders' completion in accordance with (IAW) doctrine and tactical situation.</b> (Use Tables 3, 4, 5, 6, 7 and 8)</p> <ul style="list-style-type: none"> <li>• With FSB Commander, S3, Executive Officer (XO), and other members of the staff to observe planning process, verify doctrinal correctness of the FSB's operation order (OPORD) and warning orders (WARNOs), and that the plan is appropriate to Mission, Enemy, Terrain, Troops, and Time available (METT-T).</li> <li>• Review the FSB OPORD and WARNOs.</li> <li>• With FSB XO/S3 and S3 section to observe production of FSB orders and all accompanying documents.</li> </ul>
<p><b>OUTCOME 2:</b> FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.</p>	<p><b>Focus on staff production of the order and provision of time to subordinates for their planning time.</b> (Use Tables 1, 2, 9 and 10)</p> <ul style="list-style-type: none"> <li>• With the FSB staff to assess: establishment and adherence to timelines; parallel planning; efficiency with which time was used.</li> <li>• With the FSB staff to observe use of standard operating procedure (SOP) preformatted forms/measures to save time.</li> <li>• With FSB subordinate units to assess impact of refinements on subordinate planning time.</li> <li>• With Brigade Support Area (BSA) elements to determine whether they had time to complete planning once issued the FSB OPORD and changes/updates.</li> </ul>

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**Outcome**

**Focus and Location of Assessment**

<p><b>OUTCOME 3:</b> Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with tactical standing operating procedures (TSOP).</p>	<p><b>Focus on receipt of FSB orders and annexes by key personnel and units so that they have everything they need to accomplish their responsibilities. (Use Tables 8 and 9)</b></p> <ul style="list-style-type: none"> <li>• With BSA leaders and FSB subordinate commanders to observe that the FSB orders, graphics, and all required accompanying overlays are received in the appropriate quantities.</li> </ul>
<p><b>OUTCOME 4:</b> Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.</p>	<p><b>Focus on continuing operations during the planning phase.</b></p> <ul style="list-style-type: none"> <li>• At BSA and with supported units to verify FSB operations generate required support while planning for the next mission is in process.</li> </ul>

## ASSESSMENT SCALE

Whenever the unit's performance must be rated with respect to an outcome, or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

<b>OUTCOME 1:</b> Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.	Adequate	Marginal	Not Adequate
--	----------	----------	--------------

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate		Marginal	Not Adequate
The unit can successfully achieve the outcome to standard. Outcome is achieved with no significant shortcomings.	The unit can successfully achieve the outcome with some shortcomings.	The unit cannot achieve the outcome to standard.	

Two sub-sections are included with each Outcome's section to assist in the selection of an appropriate rating. These sub-sections should be used if the observer requires more information upon which to base a rating or requires precision to focus planning for training:

- 1) The first sub-section consists of assessment statements which orient the observer on observable performances related to the tasks contributing to achieving the Outcome. The assessment statements were derived by incorporating the substance of several tasks.
- 2) The second sub-section entitled Diagnostic Aid lists the tasks and subtasks supporting that particular Outcome. The diagnostic aid permits selection of specific tasks to facilitate planning future training.

Where appropriate due to complexity, some Outcomes have been divided into outcome components which are assessed separately.

## OUTCOME ASSESSMENT OBSERVATIONS AND DIAGNOSTIC AIDS

### OUTCOME 1 ASSESSMENT

**OUTCOME 1:** Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued. (Use Tables 3, 4, 5, 6, 7, and 8)

Component A: FSB orders are complete.	Adequate	Marginal	Not Adequate
Complete FSB OPORD addresses:			
<ul style="list-style-type: none"> <li>Who: FSB elements which will execute the actions.</li> <li>What: type of actions required to support brigade mission essential tasks.</li> <li>When: time actions begin or times when actions are to be complete.</li> <li>Where: locations where support will be required and sites for FSB elements.</li> <li>How: method of conducting the operation using major available assets to include the tasks and purpose for each efforts.</li> <li>Why: the purpose of the actions as they relate to the brigade and FSB commander's intents.</li> </ul>			

Component B: FSB orders are concise.	Adequate	Marginal	Not Adequate
<ul style="list-style-type: none"> <li>FSB TSOP clearly identifies standard tasks to be performed.</li> <li>FSB OPORD does not contain SOP items except when required for emphasis.</li> <li>FSB OPORD is brief and focused, without unnecessary redundancies.</li> <li>XO, S2/S3 section and support operations officer make maximum and effective use of overlays and graphics.</li> <li>Overlays and graphics are clear, accurate, and easy to read.</li> <li>Accurate use is made of doctrinal operational terms throughout the FSB OPORD.</li> </ul>			

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Component C: FSB orders are suitable.	Adequate	Marginal	Not Adequate
<ul style="list-style-type: none"> <li>FSB OPORD addresses commander's intents two echelons above (i.e., DISCOM and brigade) and is designed to fulfill those intents.</li> <li>FSB OPORD provides for all combat service support (CSS) necessary to meet the brigade requirements.</li> <li>Plan maintains security; it reduces vulnerability to hostile acts and surprise.</li> <li>Decision authority is decentralized; hence, subordinate leaders are provided with the ability to react to situations and maintain battlefield combat service support.</li> </ul>			
Component D: FSB orders are feasible.	Adequate	Marginal	Not Adequate
<ul style="list-style-type: none"> <li>All subordinate and supporting units can accomplish the FSB plan.</li> <li>The FSB plan is based on time, space, and means available.</li> <li>Tasks designated for subordinate units are within their ability to execute.</li> <li>Means of Command, Control, Communications and Intelligence (C3I) are sufficient to accomplish the mission.</li> <li>Sufficient time exists for all units to conduct troop leading procedures.</li> <li>Sufficient resources are available to complete the mission.</li> </ul>			
Component E: FSB orders are acceptable.	Adequate	Marginal	Not Adequate
<ul style="list-style-type: none"> <li>The plan contains no unacceptable risks to mission completion.</li> <li>The plan takes into account all limitations placed on the battalion (constrictions: must do, restrictions: must not do).</li> <li>The plan does not increase the risk to soldiers and equipment beyond which is absolutely necessary.</li> <li>The force is protected. <ul style="list-style-type: none"> <li>-- Protective measures are included in the FSB OPORD (operations security [OPSEC], passive air defense (AD), security, etc.).</li> <li>-- Positioning of assets does not unduly subject the lives of soldiers, supplies, or equipment.</li> <li>-- Measures to mitigate risks are built into the FSB OPORD.</li> </ul> </li> </ul>			

## OUTCOME 1 DIAGNOSTIC AID

**OUTCOME 1:** Complete, concise, feasible, suitable, acceptable, and tactically sound FSB orders that conform to doctrinal standards are issued.

### Task Elements

**Component A:** FSB orders are complete.

4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [Army Training and Evaluation Program (ARTEP) 63-005-Mission Training Plan (MTP), Task 63-1-1001; Field Manual (FM) 101-5, Chap 4; and FM 63-20]
  - 4a. The FSB XO ensures that the FSB WARNOs are prepared and issued in 5-paragraph format to: [FM 101-5, p. H-130]
  - 4a1 Provide timeline for major events which are associated with mission execution. [FM 101-5, p. H-13]
  - 4a2 Provide enough detail to focus planning by subordinate unit commanders and staff. [Field Note (FN) – Infantry (IN) School]
  - 4a3 Provide essential details of the impending FSB and brigade operation. [FM 101-5, p. 4-55, H-13]
  - 4a4 Provide for parallel planning with the brigade Tactical Operations Center (TOC). [Author Note (AN)]
  - 4b. The FSB S2/3, in conjunction with other staff officers, prepares a battalion WARNO which includes, as a minimum: [FM 101-5, p. H-14]
  - 4b1 Required maps (if changed from the current OPORD). [FM 101-5, p. H-14]
  - 4b2 Enemy situation updates. [FM 101-5, p. H-14; ARTEP 63-005-MTP, Task 63-1-1009]
  - 4b3 Battalion and brigade events to occur prior to the issuance of the FSB OPORD. [FM 101-5, p. H-14]

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- 4b4 FSB mission, task, or operation, to include task organization changes directed by the DISCOM or brigade commander. [ARTEP 63-005-MTP, Task 63-1-1009; FM 101-5, p. H-14]
- 4b5 Brigade and DISCOM commander's missions and intents. [FM 101-5, p. H-14]
- 4b6 The FSB commander's intent statement (when available). [FM 101-5, p. H-14]
- 4b7 The FSB commander's restated mission statement.
- 4b8 Earliest time of movement and actions required for BSA units. [FM 101-5, p. H-14; ARTEP 63-005-MTP, Task 63-1-1009]
- 4b9 Orders for preliminary action, reconnaissance, surveillance, and observation. [FM 101-5, p. H-14]
- 4b10 Time and place to meet for leaders' reconnaissance. [ARTEP 63-005-MTP, Task 63-1-1010; FM 63-20, App A]
- 4b11 Service support instructions for the FSB units and BSA elements, any special equipment necessary, regrouping of transport, or preliminary moves to assembly areas, if necessary. [FM 101-5, p. H-14]
- 4b12 Service support instructions for the FSB subordinate commanders and the FSB staff which pertain to special support requirements for the supported brigade. [AN]
- 4b13 Information for the battalion orders group, which includes: [FM 101-5, p. H-14]
- a) The rendezvous point and time for assembly of a battalion orders group. [FM 101-5, p. H-14; ARTEP 63-005-MTP, Task 63-1-1001; FM 63-20, p. 5-2]
  - b) Guidance on attendance of subordinate commanders and staff and BSA elements for the battalion orders group. [FM 101-5, p. H-14]
- 4c. FSB commander reviews and approves the WARNO or delegates that responsibility to XO or S2/3.
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
- 10c. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]

- 10c4 Translates the COA selected into a statement of what the command is to do in the elements of, "who," "what," "when," "where," and "why." [ARTEP 63-005-MTP, Task 63-1-1008]
- 10c5 The FSB commander directs the FSB XO or S2/3 to issue WARNO to subordinate elements with the following minimum information: [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Mission.
  - b) Time of execution.
  - c) Earliest time of movement.
  - d) Time and location of FSB OPORD issue.
  - e) Time check.
11. The forward support battalion staff prepares an operations order. [ARTEP 63-005-MTP, Tasks Number 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H; Command and General Staff College (CGSC) Student Text 101-6, p. 1-24/25; Center for Army Lessons Learned (CALL) Newsletter No. 94-2, p. II-4; CALL Newsletter No. 92-5, pp. 8, 9]
- 11a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPORDs are issued. The FSB XO and staff conduct a quick mission relook of the brigade and DISCOM OPORD prior to finalizing the FSB OPORD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to departing the brigade TOC. Upon receipt of the brigade and DISCOM OPORDs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]
- 11b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of course of action (COA) analysis and commander's decision. The WARNO: [Lessons Learned, National Training Center (NTC) Observer Controller Comments; FM 101-5, p. 4-74]
- 11b1 Initiates reconnaissance and surveillance (R&S) operations in the BSA and surrounding area of interest (AI). [AN]
- 11b2 Outlines logistical support concept for the next operation. [AN]
- 11b3 Addresses special requirements to particular units. [AN]



- 11b4 Outlines the Commander's Critical Intelligence/Information Requirements (CCIR). [AN]
- 11b5 Updates enemy situation. [AN]
- 11b6 Initiates movement, if required. [AN]
- 11b7 Updates the timeline for orders preparation and implementation. [AN]
- 11b8 Specifies tasks to units. [AN]
- 11b9 Provides the FSB mission statement. [AN]
- 11b10 Provides the FSB commander's intent. [AN]
- 11b11 Provides minimal control measures. [AN]
- 11c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
- 11c1 The FSB XO ensures that specific actions taken include:
  - a) The FSB S2/3 section lists references and time zone used. [ARTEP 63-005-MTP, Task 63-1-1009]
    - (1) Identifies maps, charts, sketches, or other documents used in the preparation of and required for complete understanding of FSB operation plan (OPLAN). [ARTEP 63-005-MTP, Task 63-1-1009]
    - (2) Transcribes time zone consistent with DISCOM and maneuver brigade OPLANs. [ARTEP 63-005-MTP, Task 63-1-1009]
  - b) The FSB S2/3 and support operations sections prepare paragraph 1 of the FSB OPORD, situation. [ARTEP 63-005-MTP, Task 63-1-1009]
    - (1) List composition, disposition, location, estimated strength, identification, and capabilities of enemy forces that have influence on FSB support operations. [ARTEP 63-005-MTP, Task 63-1-1009]
    - (2) List, in order, by higher, adjacent, supporting, and reinforcing friendly forces that influence FSB operations. List consists of units not previously named in the task organization. [ARTEP 63-005-MTP, Task 63-1-1009]
    - (3) List commander's assumptions that may exist at the time the FSB OPLAN becomes an FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]

- c) The FSB S2/3 section prepares paragraph 2 of the FSB OPORD, mission. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (1) States tasks to be accomplished that address the elements of "who," "what," "when," "why," and "where." [ARTEP 63-005-MTP, Task 63-1-1009]
  - (2) States the mission based on the analysis and the commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]
- d) The FSB S2/3 section prepares paragraph 3 of the FSB OPORD, execution. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (1) States the commander's intent in sufficient detail to ensure appropriate actions by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (2) States the commander's concept of operations for execution of support mission from start to finish. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (3) Lists the scheme of support that includes placement, movement, and primary mission of each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (4) Lists all details of coordination and control applicable to two or more elements of the command, including troop safety measures, Mission Oriented Protective Posture (MOPP) levels, and restriction on use of chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1009]
- e) The FSB support operations, S1, and S4 sections prepare paragraph 4 of the FSB OPORD, service support. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (1) Update battle rosters and personnel status charts to reflect new task organization (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
  - (2) Develop estimates of injured, sick, and wounded rates (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
  - (3) Provide "personnel" portion of paragraph 4, service support (S1). [ARTEP 63-005-MTP, Task 63-1-1009]
  - (4) Provide logistics and health service support (HSS) instructions and arrangements that support the operations and are of primary interest to subordinate units (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
  - (5) Provide reference to DISCOM service support paragraph in lieu of rewriting lengthy text when all necessary details are included in the DISCOM service support paragraph (S4). [ARTEP 63-005-MTP, Task 63-1-1009]
- f) The FSB S2/3 section prepares paragraph 5 of the FSB OPORD, command and signal. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (1) Lists locations of the FSB CP and alternate CP; identifies liaison requirements different than those stated in TSOP. [ARTEP 63-005-MTP, Task 63-1-1009]
  - (2) Lists all signal information, including index of the effective signal operating instructions (SOI), and instructions on the use of radio, pyrotechnics, or restriction on the employment of communications. [ARTEP 63-005-MTP, Task 63-1-1009]

- (3) Provides acknowledgment instructions, commander's signature block, authentication section, and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1009]

11c2 The FSB S2/3 section prepares the task organization annex of the FSB OPORD if used. Lists each assigned or attached unit, its tentative location, and approximate time of attachment. [ARTEP 63-005-MTP, Task 63-1-1009]

11c3 The FSB S2/3 intelligence Noncommissioned Officer (NCO) prepares the intelligence annex to include: [ARTEP 63-005-MTP, Task 63-1-1009]

- a) Summary of enemy situation. [AN]
- b) Intelligence collection and acquisition. [AN]
  - (1) Orders to subordinate and attached units. [AN]
  - (2) Requests to the brigade and DISCOM headquarters. [AN]
- c) Measures for handling enemy prisoner of war (EPW) personnel, documents, and materiel if different from FSB TSOP. [AN]
- d) Appropriate portions of the security plan from the FSB OPORD. [AN]
- e) Appendices as required. [AN]

11c4 The FSB S2/3 Intelligence NCO provides intelligence input to the FSB OPSEC annex. [AN]

11c5 The FSB S2/3 section prepares a brigade operations overlay for the FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]

- a) States map reference data, effective date, and purpose of the overlay. [ARTEP 63-005-MTP, Task 63-1-1009]
- b) Lists classification markings and downgrading instructions, if applicable. [ARTEP 63-005-MTP, Task 63-1-1009]
- c) Applies overlay plotting techniques outlined in FM 21-31. [ARTEP 63-005-MTP, Task 63-1-1009]
- d) Plots boundaries, supporting, supported, and subordinate units' locations within 50 meters of actual locations. [ARTEP 63-005-MTP, Task 63-1-1009]
- e) Affixes graphic portrayal of axis of advance, supply routes, and all unit locations. [ARTEP 63-005-MTP, Task 63-1-1009]
- f) Forwards operations overlay to the FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]

11c6 The FSB S2/3 section prepares the direct and indirect fire plan/annex for BSA and CSS activities. [ARTEP 63-005-MTP, Task 63-1-1014]

- a) The FSB S2/3 ensures that the plan:

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- (1) Identifies boundaries as assigned by the brigade S2/3. [ARTEP 63-005-MTP, Task 63-1-1014]
  - (2) Identifies probable enemy avenues of approach and their effect on the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - (3) Assigns boundaries to all subordinate companies and elements in the BSA. Boundaries are based on number of personnel assigned, types of weapon systems, and mission of the element. [ARTEP 63-005-MTP, Task 63-1-1014]
  - (4) Identifies weapon systems that are available to the FSB in coordination with the division rear command post operations center (RCPOC) and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
  - (5) Identifies probable engagement areas. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Selects target reference points in coordination with designated fire support element (FSE). [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Coordinates with the brigade fire support section on the target list. Develops fire support request and coordination measures in coordination with designated FSE. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Includes the fire support information addressed in the FSB OPORD (e.g., fire support coordinating instructions). [FM 6-20-40, p. C-8; FM 6-20-50, p. E-6; FM 101-5, p. H-72]
- 11c7 The FSB S2/3 section prepares the mobility and survivability annex for the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Identifies all obstacle constraints and restrictions in the division or brigade operations plans (OPLAN). [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Identifies all possible obstacle locations and type of obstacles. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Identifies all available obstacle assets. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Coordinates additional support requirements with DISCOM security, plans and operations (SPO) and supporting engineer element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c8 The FSB S2/3 section prepares the air defense plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Identifies the probable air avenues of approach. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Identifies all established air defense policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Establishes air defense priorities for designated areas and facilities in coordination with brigade S2/3 and supporting air defense element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Establishes air defense assistance coordination measures. [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Establishes air defense warning signals, if different than those set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]

- 11c9 The FSB S2/3 section prepares the C3 plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Develops intra-base cluster communications plan that encompasses all units located within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Develops external communications plan that facilitates the brigade S2/3, DISCOM SPO, and the division RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Designates rear operations call signs, frequencies, and procedures. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Coordinates overall communications plan with supporting signal element and RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Establishes a message system with runners as a backup communications system. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c10 The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Consolidates input into appropriate format in accordance with FM 101-5 and TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Coordinates area damage control (ADC) plans and procedures with the supporting military police (MP) element and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Coordinates draft rear operations annex with all other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Forwards draft rear operations annex to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c11 The FSB S4 section prepares the logistics annex (internal) in coordination with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Calculates tentative logistics requirements for response force and external reaction forces. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Designates responsibility for resupply of equipment and supplies to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Coordinates medical treatment and evacuation plan with the medical company. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Prepares CSS overlay with CSS execution matrix, ensuring:
    - (1) The overlay and matrix are complete and the matrix: [CALL Newsletter No. 94-2, p. II-4]
    - (b) Lists all classes of supply, maintenance, and services. [CALL Newsletter No. 94-2, p. II-4]
    - (c) Covers a minimum of the next 24 hours. [CALL Newsletter No. 94-2, p. II-4]

- (d) Provides grid locations for logistics release point (LRPs), refuel-on-the-move (ROM) sites, etc. [CALL Newsletter No. 94-2, p. II-4]
  - (e) States time windows for issues and receipts for all units. [CALL Newsletter No. 94-2, p. II-4]
  - (f) Provides priorities by unit and commodity. [CALL Newsletter No. 94-2, p. II-4]
  - (g) Is integrated with the maneuver execution (e.g., phase lines, objectives). [AN]
- (2) Addressal of the logistic functions of manning, arming, fueling, fixing, moving, and sustaining in the context of before, during, and after operations, highlighting critical aspects of each function, such as: [FN-NTC CSS OCs]
- (a) Priorities. [CGSC Student Text 101-6, p. 1-25]
  - (b) Shifts in priorities. [CGSC Student Text 101-6, p. 1-25]
  - (c) Critical events. [CGSC Student Text 101-6, p. 1-25]
  - (d) Critical actions. [CGSC Student Text 101-6, p. 1-25]
  - (e) Critical times. [AN]
- (3) Designation of trigger points for support tasks. [CALL Newsletter No. 92-5, p. 8]
- (a) Phases (such as changing from offense to defense or pursuit). [CALL Newsletter No. 92-5, p. 8]
  - (b) Phase lines. [CALL Newsletter No. 92-5, p. 8]
  - (c) Specific times. [CALL Newsletter No. 92-5, p. 8]
  - (d) Significant events. [CALL Newsletter No. 92-5, p. 8]
- (4) Use of control measures to: [CALL Newsletter No. 92-5, p. 8]
- (a) Effect timely support. [CALL Newsletter No. 92-5, p. 8]
  - (b) Avoid enemy interdiction. [CALL Newsletter No. 92-5, p. 8]
  - (c) Prevent fratricide. [CALL Newsletter No. 92-5, p. 8]
- (5) Designation of routes for resupply. [CALL Newsletter No. 92-5, p. 9]
- (a) Routes are passable from an operational and traffic standpoint (e.g., not projected to be in use by a tactical unit for movement at the same time).
  - (b) Projected traffic is not heavy enough to interfere with logistics convoy operations for resupply vehicles at the logistics trigger points specified in the plan. [CALL Newsletter No. 92-5, p. 9]
- 11c12 The FSB S2/3 section prepares the response force annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Identifies response force composition and requirements. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Tasks subordinate elements to provide required personnel and equipment for BSA response force based on present for duty strength and current mission. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Revises response force structure and subordinate units tasking as dictated by current tactical situation. [ARTEP 63-005-MTP, Task 63-1-1014]

- d) Identifies BSA assembly point location(s). [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Coordinates additional equipment or supply requirements with FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1014]
  - f) Addresses response force rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
  - g) Addresses fire control measures to destroy an enemy which has penetrated the BSA perimeter.
    - (1) Final protective fires.
    - (2) Signals which indicate specified actions personnel will take in the event of a breach of the perimeter; e.g., a red star cluster could mean everyone occupies their fighting position and anything moving is considered the enemy, or it could mean that no one fires at anyone unless positively identified as the enemy or is firing on you.
    - (3) Responses to protect critical supplies; e.g., class (CL) III and V.
    - (4) Measures to avoid fratricide other than those discussed above or described in TSOP.
- 11c13 The FSB S2/3 section prepares the close air support (CAS) annex; includes coordination measures.
- 11c14 The FSB S2/3 section prepares the ADC annex in coordination with FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
- a) Identifies all established policies and procedures in the brigade OPLAN and FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Calculates probable ADC requirements of the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Identifies current ADC assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Coordinates additional support requirements with the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Designates specific functions of all subordinate elements in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
  - f) Coordinates ADC priorities with support operations and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1014]
  - g) Identifies alternate operational sites or alert sites in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1014]
  - h) Establishes warning or alert system if change is made to warnings and alerts set forth in TSOP. [ARTEP 63-005-MTP, Task 63-1-1014]
  - i) Describes ADC training and rehearsal plan. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c15 The FSB S2/3 section nuclear, biological, and chemical (NBC) NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
- a) Identifies established policies and procedures by reviewing NBC defense portion of the TSOP. [ARTEP 63-005-MTP, Task 63-1-1040]



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- b) Identifies NBC threat and recommended countermeasures by analyzing the brigade and division vulnerability analysis and assessment. [ARTEP 63-005-MTP, Task 63-1-1040]
- c) Forecasts NBC defense requirement. [ARTEP 63-005-MTP, Task 63-1-1040]
- d) Coordinates medical mass casualty evacuation and treatment support with the FSB S1 and support operations sections. [ARTEP 63-005-MTP, Task 63-1-1040]
- e) Coordinates alternate methods of supply, services, and medical support with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1040]
- f) Coordinates alternate lines of communications (LOCs) with the FSB S2/3 section's communication personnel. [ARTEP 63-005-MTP, Task 63-1-1040]
- g) Coordinates NBC decontamination team support with the DISCOM SPO or the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- h) Coordinates additional augmentation support with the DISCOM SPO section, to include smoke and NBC decontamination support. [ARTEP 63-005-MTP, Task 63-1-1040]
- i) Describes NBC defense item consumption and demand plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- j) Describes personnel, equipment, and facilities decontamination plan. [ARTEP 63-005-MTP, Task 63-1-1040]
- k) Identifies procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures. [ARTEP 63-005-MTP, Task 63-1-1012]
- l) Provides recommendations on positioning of subordinate and BSA units to accomplish the support mission. [ARTEP 63-005-MTP, Task 63-1-1012]
- m) Specifies level(s) of protection that corresponds with the NBC threat, to include MOPP levels. [ARTEP 63-005-MTP, Task 63-1-1012]
- n) Identifies procedures for receiving and submitting reports on threat use of NBC weapons, if different from procedures established in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
- o) Describes monitoring and survey plans that establish policies and procedures for subordinate units' survey, monitoring, and decontamination teams' operations. [ARTEP 63-005-MTP, Task 63-1-1012]
- p) Describes personnel, equipment, and logistics and HSS site(s) decontamination plan that establishes priorities for decontamination in coordination with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]
- q) Establishes coordination procedures for requesting additional support. [ARTEP 63-005-MTP, Task 63-1-1012]
- r) Provides commander's radiation exposure guidance to subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
- s) Establishes nuclear and chemical medical evacuation (MEDEVAC) and treatment support procedures in coordination with FSB S1 and medical company. [ARTEP 63-005-MTP, Task 63-1-1012]
- t) Establishes alternate methods and levels of logistics and HSS in coordination with support operations section. [ARTEP 63-005-MTP, Task 63-1-1012]



- u) Consolidates NBC information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
  - v) Forwards NBC defense plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]
- 11c16 The FSB S2/3 section prepares the OPSEC plan/annex. [ARTEP 63-005-MTP, Task 63-1-1012]
- a) Identifies established policies and procedures in the FSB and brigade TSOPs. [ARTEP 63-005-MTP, Task 63-1-1012]
  - b) Identifies threat intelligence collection capabilities. [ARTEP 63-005-MTP, Task 63-1-1012]
  - c) Identifies essential elements of friendly information (EEFI) indicators that affect or compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1012]
  - d) Identifies all countermeasures and deception requirements, to include defense against directed-energy weapons. [ARTEP 63-005-MTP, Task 63-1-1012]
  - e) Transcribes required information from the brigade and DISCOM OPSEC annexes. [ARTEP 63-005-MTP, Task 63-1-1012]
  - f) Consolidates OPSEC information into appropriate format in accordance with the TSOP. [ARTEP 63-005-MTP, Task 63-1-1012]
  - g) Forwards draft OPSEC plan to brigade S3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1012]

11c17 FSB support operations section prepares the support operations annex;

- a) Identifies CCIR, priority intelligence requirements (PIR), and information requirements (IR). [ARTEP 63-005-MTP, Task 63-1-1007]
- b) Designates agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1007]
- c) Identifies maneuver brigade task organization. [ARTEP 63-005-MTP, Task 63-1-1007]
- d) Identifies resources available: [ARTEP 63-005-MTP, Task 63-1-1001]
  - (1) Storage facilities. [CALL Newsletter No. 92-5, p. 1-2]
  - (2) Current materiel stocks in the FSB. [CALL Newsletter No. 92-5, p. 1-2]
  - (3) CL III, IV, and V stocks. [FN-Battle Command Training Program (BCTP) Team (Tm) B, CSS Tm; FN-CGSC, CSS subject matter experts (SMEs)]
  - (4) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [CALL Newsletter No. 92-5, p. 1-2]
  - (5) Division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]
  - (6) CL IV and V obstacle and construction materials. [CALL Newsletter No. 92-5, p. 9]

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- (7) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Student Text 101-6, p. 1-8; FM 63-3, p. A-6]
- (8) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- e) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]
- f) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- g) Identifies specific force and structure to be supported. [ARTEP 63-005-MTP, Task 63-1-1001]
- h) Identifies projected location of the support sites (e.g., BSA, forward logistics element (FLEs), field trains, ambulance exchange point (AXPs), logistics release point (LRPs), etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- i) Identifies times for deployment of battalion command post (CP) and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- j) Identifies march routes and equipment and personnel requirements for conducting ROM operations.
- k) Identifies requirements for host nation (HN) support.
- l) Consolidates continuity of operations planning information and formats it for the order. [ARTEP 63-005-MTP, Task 63-1-1024]
- m) Identifies requirements by mission type. [ARTEP 63-005-MTP, Task 63-1-1013]
- (1) Offensive operations:
  - (a) Develops plans to meet requirements for increased consumption of all support when maneuver activities are anticipated to increase. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (b) Plans forward positioning of ammunition; petroleum, oils, and lubricants (POL); and maintenance elements as lines of support increase. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (c) Develops plans for use of preplanned or preconfigured push packages in the event of communications breakdown. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (d) Develops plans for increased use of aerial resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (e) Develops plans for uploading as much equipment and supplies as possible. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (2) Defensive operations.
  - (a) Develops plan for stockpiling limited amounts of Classes III and V in centrally located battle position(s) in coordination with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]

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- (b) Develops plan for echeloning support elements in depth throughout the defensive area. [ARTEP 63-005-MTP, Task 63-1-1013]
- (c) Plans resupply using infiltration during periods of limited visibility to reduce chances of threat interference. [ARTEP 63-005-MTP, Task 63-1-1013]
- (d) Develops plans for increased expenditure of ammunition and decreased fuel consumption. [ARTEP 63-005-MTP, Task 63-1-1013]
- (e) Develops plan for increased demand for CL IV items and transportation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (f) Plans for increased patient loads in health facilities and complicated patient evacuation requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- (3) Retrograde operations.
  - (a) Plans echelonment of support elements in depth and rearward in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (b) Develops plans to limit forward movement of supplies in coordination with the brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (c) Plans evacuation of supplies and equipment to planned points in coordination with brigade S4 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (d) Develops destruction plans for supplies and equipment (except medical) in coordination with brigade S4 and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (e) Plans evacuation of medical units with alternate means of transportation in coordination with DISCOM SPO and medical company. [ARTEP 63-005-MTP, Task 63-1-1013]

11c18 The FSB S1 section prepares the personnel portion and annex to the FSB OPORD.

- a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (1) Coordinates with supporting medical element (support operations section and medical company [company C]) for assistance in preparing the battalion medical support plan. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (2) Describes measures for routine evacuation, emergency evacuation, and hospitalization of sick or injured personnel based on coordination with company C. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (3) Lists locations of medical and dental facilities based on coordination with company C. [ARTEP 63-005-MTP, Task 63-1-1042]
  - (4) Describes procedures for requesting MEDEVAC support and transporting "return-to-duty" personnel to assigned units based on coordination with company C. [ARTEP 63-005-MTP, Task 63-1-1042]

- (5) Identifies probability and impact of NBC-related casualties based on coordination with FSB NBC personnel. [ARTEP 63-005-MTP, Task 63-1-1042]
- (6) Provides information about medical support for mass casualties or NBC attack based on coordination with S2/3, support operations section, DISCOM SPO section, and supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]
- (7) Consolidates information into appropriate format in accordance with TSOP. [ARTEP 63-005-MTP, Task 63-1-1042]
- (8) Develops a battle stress management plan. [ARTEP 63-005-MTP, Task 63-1-1042]
- (9) Forwards medical support plan to XO for review and approval. [ARTEP 63-005-MTP, Task 63-1-1042]
- b) Provides the religious support plan for the FSB, prepared by the FSB chaplain, to the S2/3 for inclusion in the FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1044]
- c) Establishes requirements and procedures for strength accounting, replacements, and casualty reporting. [FM 63-20, Chap 6]

11c19 See Task 11e below for preparation of movement order.

11c20 Safety is integrated into every aspect of FSB operations. [ARTEP 63-005-MTP, Task 63-1-R326]

11d. The FSB S2/3 section consolidates staff input. [ARTEP 63-005-MTP, Task 63-1-1009]

11d1 Receives annexes and overlays from preparing staff sections and incorporates all appropriate annexes, matrices, and overlays into the order. [ARTEP 63-005-MTP, Task 63-1-1009]

11d2 Collates and verifies staff input for completeness, correctness, and compliance with commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1009]

11d3 Prepares revised copy of FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]

11d4 Forwards draft copy of FSB OPORD to commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]

11e FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]

11e11 The FSB S2/3 prepares necessary movement order.

- a) The FSB S2/3 section drafts reference, time zone used, and task organization sections of the movement order. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (1) Lists all maps and overlays, charts, or other documents required to understand the order. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (2) Transcribes time zone used throughout from DISCOM and supported brigade's OPOD. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (3) Identifies task organization of FSB from DISCOM OPOD/OPLAN. [ARTEP 63-005-MTP, Task 63-1-1010]
- b) The FSB S2/3 section drafts paragraph 1 of the movement order, situation. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (1) Provides weather forecast for duration of move and its effect on route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
  - (2) Provides terrain analysis and its effect on the move. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (3) Lists enemy disposition, strength, and capability factors affecting the FSB movement. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (4) Lists friendly units that provide movement support to the FSB and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (5) Lists attachments and detachments initiated for movement purposes only. [ARTEP 63-005-MTP, Task 63-1-1010]
- c) The FSB S2/3 section drafts paragraph 2 of the movement order, mission. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (1) States those tasks to be accomplished addressing the elements of "who," "what," "when," and "where." [ARTEP 63-005-MTP, Task 63-1-1010]
  - (2) Provides overall movement mission statement that includes the purpose of move and starting times. [ARTEP 63-005-MTP, Task 63-1-1010]
- d) The FSB S2/3 section drafts paragraph 3 of the movement order, execution. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (1) Provides brief statement on the concept of the move. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (2) Lists all subordinate elements' taskings required to complete total FSB/BSA move. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (3) Lists all coordinating instructions applicable to two or more companies and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
- e) The FSB S4 section drafts paragraph 4 of the movement order, service support. [ARTEP 63-005-MTP, Task 63-1-1010]

- (1) Lists all units and the service support they provide to at least two subordinate elements and the FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
- (2) Lists all traffic control support that affects at least two subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1010]
- (3) Lists headquarters and supply company's service support functions. [ARTEP 63-005-MTP, Task 63-1-1010]
- f) The FSB S2/3 section drafts paragraph 5 of the movement order, command and signal and the authentication section. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (1) Lists position of command group in the headquarters and supply company move and the location of FSB headquarters during the battalion move. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (2) Lists CP closing and opening times and new location(s). [ARTEP 63-005-MTP, Task 63-1-1010]
  - (3) Lists all signal type information. List includes effective SOI instructions on the use of radio and pyrotechnics and any restrictions or special communications procedures. [ARTEP 63-005-MTP, Task 63-1-1010]
  - (4) Lists acknowledgment instructions' appropriate signature block and distribution instructions. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11f. The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
- 11f3 Completeness. [AN]
- 11f11 Inclusion of specific friendly information requirements. [AN]
- 11f12 Statements of DISCOM and brigade commander's intents. [AN]
- 11f13 Reflection of integration and coordination of actions. [AN]
- 11f14 Inclusion of statement of essential tasks that subordinate units must accomplish. [AN]
- 11g. The FSB XO supervises the production of the FSB OPORD.
- 11g3 The FSB XO ensures that FSB OPORD is submitted to the commander for approval or approves the FSB OPORD in the absence of the commander. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11g4 The FSB commander receives, reviews, approves, and releases the order. [ARTEP 63-005-MTP, Task 63-1-1009]

- 11h. The FSB commander, using the MDMP in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [FN-NTC OC input]
- 11i. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 11ii. Identifies established policies and procedures by reviewing TSOP. [ARTEP 63-005-MTP, Task 63-1-1038]
  - a) Lists enemy intelligence collection capabilities by extracting information from the division and brigade OPSEC estimates or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
  - b) Lists EEFI from the brigade OPSEC estimate or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
  - c) Lists indicators which affect or may compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1038]
  - d) Lists all countermeasure requirements by reviewing the brigade OPSEC estimate or annex and the FSB operations profile. [ARTEP 63-005-MTP, Task 63-1-1038]
  - e) Prepares the BSA OPSEC plan. The OPSEC plan implements CP policies and procedures to overcome or neutralize the enemy's collection threat in the areas of communications, intelligence, logistics, and administrative actions. [ARTEP 63-005-MTP, Task 63-1-1038]

**Component B: FSB orders are concise.**

- 11. **The FSB staff prepares an FSB OPORD.** [ARTEP 63-005-MTP, Tasks 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap. 4, Annex H]
- 11b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of COA analysis and commander's decision. The WARNO: [Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]
- 11b11 Provides minimal control measures. [AN]
- 11c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
- 11c5 The FSB S2/3 section prepares a brigade operations overlay for the FSB OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]



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- d) Plots boundaries, supporting, supported, and subordinate units' locations within 50 meters of actual locations. [ARTEP 63-005-MTP, Task 63-1-1009]
  - e) Affixes graphic portrayal of axis of advance, supply routes, and all unit locations. [ARTEP 63-005-MTP, Task 63-1-1009]
  - f) Forwards operations overlay to the FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11c11 The FSB S4 section prepares the logistics annex (internal) in coordination with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1014]
- d) Prepares CSS overlay with CSS execution matrix, ensuring:
    - (1) The overlay and matrix are complete and the matrix: [CALL Newsletter No. 94-2, p. II-4]
      - (a) Fits on one page. [CALL Newsletter No. 94-2, p. II-4]
      - (d) Provides grid locations for LRPs, ROM sites, etc. [CALL Newsletter No. 94-2, p. II-4]
- 11f The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
- 11f1 Clarity. [AN]
- 11f2 Simplicity. [AN]
- 11f8 Maximum use of overlays or graphics. [AN]
- 11g The FSB XO supervises the production of the FSB OPORD.
- 11g3 The FSB XO ensures that FSB OPORD is submitted to the commander for approval or approves the FSB OPORD in the absence of the commander. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11g4 The FSB commander receives, reviews, approves, and releases the order. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11h The FSB commander, using the military decision-making process (MDMP) in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [FN NTC OC input]



12. **The forward support battalion commander and staff issue the operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]
- 12f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]
  - 12f1 Issuing a verbal order. [FM 101-5, p. 4-59]
  - 12f2 Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]
  - 12f3 Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]
  - 12f4 The FSB staff providing only minimal products to facilitate oral order. [AN]
  - 12f5 Issuing an overlay order. [AN]

**Components C-E:** FSB orders are feasible, suitable, and acceptable.<sup>1</sup>

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5; FM 63-20]
  - 2a. The FSB commander designates an officer (normally the FSB S2/3 or support operations officer) and the medical company commander (in the capacity as the brigade surgeon) to attend the brigade's mission analysis at the brigade TOC, unless he decides to attend personally. (This normally occurs shortly after receiving a WARNO from the brigade [predicated on the brigade's receipt of the division order] and requires coordination with the brigade S3 on when and where the mission analysis will be conducted. During brigade mission analysis the FSB representative conducts support operations mission analysis for the supported brigade. This becomes the basis for the FSB's conduct of planning in parallel with that of the brigade and the DISCOM). [AN]

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<sup>1</sup> Note: because tasks regarding feasibility, suitability, and acceptability overlap, the diagnoses tasks for these components will be presented as one diagnosis.

- 2b. Upon receipt of the brigade WARNO, the FSB XO or CP "Battle Captain" informs commander of the content of the WARNO and: [ARTEP 63-005-MTP, Task 63-1-1001]
- 2b1 The staff begins to gather facts and make assumptions concerning FSB projected capabilities, assets it will receive to assist in support of the brigade, and assets the brigade will make available to it, to provide for BSA force protection. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2b2 The staff begins to gather and organize information in preparation for the staff estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2b3 The FSB S2/3 initiates intelligence preparation of the battlefield (IPB). [ARTEP 63-005-MTP, Task 63-1-1002]
- 2c. The FSB commander, XO, support operations officer, and/or the FSB S2/3 attend the orders briefs of higher headquarters: [FM 63-20, p. 1-2]
- 2c1 DISCOM.
- 2c2 Brigade.
- 2d. The FSB commander and XO determine the process to brief and inform the entire battle staff on the content of the DISCOM and brigade orders in the fastest time possible. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2e. The FSB commander determines which planning procedure he and the staff will use for OPORD development. [FM 101-5 Chap 4]
- 2f. The FSB commander and staff clarify issues with their counterparts at brigade and DISCOM. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2k. As required, the FSB commander employs the military decision-making process (MDMP) in a time-constrained environment: [AN]
- 2k1 Assembles the staff.

- 2k2 Identifies critical information needed prior to mission analysis; for example:
- a) Location and status of all battalion staff officers and other BSA element leaders.
  - b) Staff planning timeline.
3. **The forward support battalion commander and staff conduct mission analysis.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; FM 101-5, Chap 4]
- 3a. The FSB XO leads the staff in conducting mission analysis.
- 3a1 Receives input about support requirements based on the support mission analysis developed by the officer designated to attend the brigade's mission analysis session at the brigade TOC (normally the FSB S2/3 or FSB support operations officer), to include input from the brigade surgeon (medical company commander), who remains at the brigade TOC throughout the planning process to provide medical advice to the brigade commander and staff.
- 3a2 FSB mission analysis is conducted in the context of parallel planning and also is based on: [FM 101-5, p. 4-11; AN]
- a) The brigade WARNO and initial results of the brigade mission analysis.
  - b) The DISCOM WARNO.
- 3b. Upon receipt of an OPORD/FRAGO from the brigade and/or the DISCOM, the FSB XO leads the staff in analysis of the order(s) and determines what changes need to be made to the FSB draft order which was prepared during the parallel planning process. [FM 101-5, p. 4-11; AN]
- 3c. The FSB staff conducts a situation update briefing to the FSB commander just prior to mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3d. While the staff conducts mission analysis in the parallel planning mode, the FSB commander conducts his own mission analysis based on information provided by the staff and the brigade and DISCOM WARNOS. The process he goes through is the same as that of the staff. [FM 101-5, p. 4-11]
- 3e. The FSB XO supervises staff mission analysis, and: [ARTEP 63-005-MTP, Task 63-1-1001]
- 3e1 Organizes the staff to conduct mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]

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- 3e2 Provides mission analysis guidance to the staff based on the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3e3 Directs the FSB staff to derive higher (brigade and DISCOM) commander's intents, missions, purposes, and endstates. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3e4 Translates major tasks to specific objectives based on intent of the supported brigade and the DISCOM commanders. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3f. The FSB S2/3 determines available friendly troops (e.g., availability of a tactical combat force [TCF] and a brigade reserve) and FSB resources. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3g. The FSB staff develops the restated mission: who, what, where, when, why. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3h. The FSB S2/3 determines brigade's participation in the division's deception plan and the role of the BSA in that plan. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3i. The FSB staff analyzes acceptable levels of risk for safety, force protection, and mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3k. The FSB XO reviews the staff's mission analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3m. The FSB S2/3 intelligence NCO conducts IPB. He receives initial IPB information from the brigade S2 which forms the basis of his IPB. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m1 The FSB S2/3 section intelligence NCO performs battlefield area evaluation. [ARTEP 63-005-MTP, Task 63-1-1002]
  - a) Identifies the area of interest (AI) on the map based on the supported brigade and FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1002 (Requires input from brigade and DISCOM BF-18)]
  - b) Prepares a map overlay of the AI that is correctly marked and oriented with the actual map. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m2 The FSB S2/3 section intelligence NCO performs weather analysis based on input from the brigade S2. [ARTEP 63-005-MTP, Task 63-1-1002]

- a) Verifies all climatic or weather condition information in the DISCOM's and brigade's analysis of the area of operations (AO). [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Identifies operational aspects of weather that influence the FSB's course of action (COA) choices. [ARTEP 63-005-MTP, Task 63-1-1002]
  - c) Prepares a weather factor analysis matrix that lists weather factors, specific intelligence uses, and operational applications. [ARTEP 63-005-MTP, Task 63-1-1002]
  - d) Prepares required weather overlays as determined by the FSB S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]
  - e) Requests additional required weather forecasts, studies, and overlays based on a historical database from DISCOM and the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m3 The FSB S2/3 section intelligence NCO performs terrain analysis of the AI. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists general description of the area that includes detailed information on relief and drainage systems, vegetation, surface material, man-made features, and any additional characteristics which influence the COA choices. [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Identifies major roads and rail routes, choke points, bridges, river-fording sites, and any other potential logistics and HSS inhibitors (e.g., contaminated areas). [ARTEP 63-005-MTP, Task 63-1-1002]
  - c) Lists the terrain effects in the AI on cover and concealment, obstacles, nuclear, chemical, laser weapons, and dispersion of logistics and HSS facilities. [ARTEP 63-005-MTP, Task 63-1-1002]
  - d) Prepares a terrain factor matrix which lists all functions and factors that are significant to the FSB's mission. [ARTEP 63-005-MTP, Task 63-1-1002]
  - e) Prepares a modified combined obstacles overlay (MCOO) based on observation and fields of fire, concealment and cover, obstacles, key terrain, and avenues of approach and mobility corridor. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m4 The FSB S2/3 section performs analysis of effects of host nation support (HNS) and civil affairs considerations on logistics and HSS. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists personnel aspects within the area of interest such as capabilities of local civilian labor force, attitudes of populace, and impact thereof on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Lists logistics and HNS capabilities (e.g., water resources, fixed facilities) and identifies constraints imposed by weather, terrain, or conditions of the local economy. Appraises their impact within the AI on FSB operations. [ARTEP 63-005-MTP, Task 63-1-1002]
  - c) Lists constraints imposed by civil population's requirements to include seasonal activities and identifies their impact on FSB operations within the AI. [ARTEP 63-005-MTP, Task 63-1-1002]

- 3m5 The FSB S2/3 section prepares draft analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Lists the results of the battlefield area evaluation, weather and terrain analysis, and of the logistics and HSS effects analysis on the general friendly COA. [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Consolidates data into appropriate format as prescribed by the TSOP. [ARTEP 63-005-MTP, Task 63-1-1002]
  - c) Forwards draft copy for approval or modification to S2/3 officer. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m6 The FSB XO or S2/3 officer approves analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Inspects analysis of the AO for completeness, accuracy, and compliance to the FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Forwards draft analysis of the AO to S2/3 section for final preparation. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m7 The FSB S2/3 section prepares final draft of the analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1002]
- a) Makes appropriate changes as instructed by the FSB XO and S2/3. [ARTEP 63-005-MTP, Task 63-1-1002]
  - b) Forwards final draft to the FSB S2/3 for signature. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m8 The FSB S2/3 section performs rear area evaluation. [ARTEP 63-005-MTP, Task 63-1-1003]
- a) The FSB S2/3 intelligence NCO identifies threat forces expected to be found in the rear AI. [ARTEP 63-005-MTP, Task 63-1-1003]
  - b) The FSB S2/3 intelligence NCO lists all known threat force dispositions, composition, and strength. The list should be expressed in terms of committed, reinforcing, and supporting forces. [ARTEP 63-005-MTP, Task 63-1-1003]
  - c) The FSB S2/3 intelligence NCO lists all recent threat activities in the AI and area of influence. [ARTEP 63-005-MTP, Task 63-1-1003]
  - d) The FSB S2/3 intelligence NCO develops applicable doctrinal templates for threat forces within the AI. [ARTEP 63-005-MTP, Task 63-1-1003]
  - e) The FSB S2/3 intelligence NCO prepares an unconventional warfare situation map (SITMAP) that shows probable operating areas, encampments, and movement routes for unconventional threat forces. [ARTEP 63-005-MTP, Task 63-1-1003]
  - f) The FSB S2/3 intelligence NCO prepares a population status overlay that shows areas with a high potential for civil unrest or with concentrations of enemy sympathizers. [ARTEP 63-005-MTP, Task 63-1-1003]
  - g) The FSB S2/3 intelligence NCO evaluates enemy capabilities and activities, as well as psychological operations (PSYOP) efforts, to determine possible COAs in brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
  - h) The FSB S2/3 intelligence NCO requests intelligence information required to fill gaps identified in the database from the DISCOM S2 and the supported brigade S2. [ARTEP 63-005-MTP, Task 63-1-1003]

- 3m9 The FSB S2/3 section intelligence NCO performs threat information integration. [ARTEP 63-005-MTP, Task 63-1-1003]
- a) Prepares a situation template (SIT TEMP) showing unit and equipment dispositions, frontages, depths, and echelon spacing adjusted for terrain and weather factors. [ARTEP 63-005-MTP, Task 63-1-1003]
  - b) Prepares an event template showing high-speed avenues of approach into the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
  - c) Prepares a draft decision support template (DST) showing points where a decision is required based on threat action and rate of movement (e.g., When should the FSB conduct an emergency displacement in the event of an enemy penetration of the brigade's defense). [ARTEP 63-005-MTP, Task 63-1-1003]
  - d) Lists threat's most likely COAs in their most probable order of adoption based on templating. [ARTEP 63-005-MTP, Task 63-1-1003]
  - e) Coordinates threat information integration products with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1003]
- 3m10 The FSB S2/3 section identifies friendly forces. [ARTEP 63-005-MTP, Task 63-1-1003]
- a) FSB, subordinate units, and activities.
  - b) Maneuver forces available in the brigade rear area. [ARTEP 63-005-MTP, Task 63-1-1003]
  - c) Corps and division CSS units in the brigade AI. [ARTEP 63-005-MTP, Task 63-1-1003]
- 3m11 The FSB S2/3 prepares map overlays showing array of friendly units based on mission requirements and guidance from the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1003]
- 3n. The FSB support operations section refines the support operations mission analysis which was passed to the FSB XO from the FSB representative attending the brigade mission analysis.
- 3o. The FSB XO consolidates and reviews the staff mission analyses, eliminating redundancy in such things as constraints and assumptions, and supervises the staff in preparing the mission analysis briefing for the commander. [AN]
- 3p. The FSB XO identifies the time and place for the staff's mission analysis briefing to the commander. [ARTEP 63-005-MTP, Task 63-1-1001]
- 3q. The FSB XO and FSB staff brief the commander on mission analysis, gain approval of timeline for operations and restated mission, and receive planning guidance. [ARTEP 63-005-MTP, Task 63-1-1001]



- 3r. If necessary, the FSB commander uses the MDMP in a time-constrained environment for mission analysis: [FM 101-5, Chap 4, p. 4-15]
- 3r1 Conducts a mission analysis by himself. [AN]
- 3r2 Conducts a "brainstorming" mission analysis session with the FSB staff. [AN]
- 5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP Task 63-1-1001; FM 101-5, Chap 4]
- 5a. The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander. [FM 101-5, p. 4-17]
- 5b. The FSB commander's guidance to the staff should include the following elements: [ARTEP 63-005-MTP, Task 63-1-1001]
- 5b1 The FSB commander's intent. [FM 101-5, p. 4-18]
- 5b2 The FSB's restated mission. [ARTEP 63-005-MTP, Task 63-1-1001]
- 5b3 Timeline for operations. [FM 101-5, p. 4-23]
- 5b4 Enemy COAs, in the form of SIT TEMPs (with emphasis on those enemy COAs which pose a threat to the BSA or to elements operating forward of the BSA, such as a level III threat in the vicinity of a ROM site). [FM 101-5, p. 4-17; AN]
- 5b5 COA development guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
  - a) A specific COA the commander wants developed. [AN]
  - b) Any parameters for COA development. [AN]
  - c) Any potential requirement for the brigade conducting refuel-on-the-move (ROM) operations.
- 5b6 Criteria for comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1002]
- 5b7 Supported brigade and FSB's role in the corps/division deception plan. [FM 101-5, p. 4-21]



- 5b8 Type of order to issue. [FM 101-5, p. 4-24]
- 5b9 Type of rehearsal to conduct at FSB level and rehearsals at the brigade level in which the FSB would be expected to participate. [FM 101-5, p. 4-25; AN]
- 5b10 CCIR. [FM 101-5, p. 4-27]
  - a) Essential elements of friendly information (EEFI). [Battle Command p. 21; FN-BCTP]
  - b) Friendly force information requirements (FFIR). [Battle Command, p. 21; FN-BCTP]
  - c) PIR. [Battle Command p. 21; FN-BCTP]
- 5b11 Guidance on casualty evacuation. [AN]
- 5b12 Priorities. [FM 101-5, p. 4-22]
- 5c. The FSB commander designates an officer to attend the supported brigade's COA development and/or war-gaming, (normally the support operations officer or S2/3) if COA development was not done immediately following the brigade's mission analysis.
- 5d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
- 5e. The FSB commander, when employing the MDMP in a time-constrained environment, issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN - IN School]
  - 5e1 Provides more detailed and directive guidance to shorten planning time.
  - 5e2 Adds focus to staff planning by stating options the staff should not consider.
  - 5e3 Describes restrictions on planning (e.g., timelines).
- 6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Tasks 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]

- 6a. The FSB staff receives staff estimate information from the brigade S4 and/or from the FSB representative attending the supported brigade's planning sessions. [FM 63-20, Chap 3; AN]
- 6b. The FSB XO ensures that each staff member prepares a staff estimate for his own area of responsibility. Estimates: [FM 101-5, p. 3-85 and C-1 through C-26]
- 6b1 Include analysis of how battlefield operating systems (BOS) considerations influence mission accomplishment.
- 6b2 Are developed in consultation with other staff officers.
- 6b3 Identify critical, relevant, and accurate information.
- 6b4 Are presented in written form or orally.
- 6c. Each FSB staff member prepares an estimate for his area of responsibility: [AN]
- 6c1 The FSB S2/3 section intelligence NCO prepares the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
  - a) Anticipated enemy fires that can target the BSA. [AN]
  - b) Probable enemy COA that most greatly threatens the BSA or FSB activities. [AN]
  - c) Status of intelligence collection assets (BSA R&S elements and brigade aviation elements which could be used to provide periodic aerial reconnaissance of the brigade rear area). [AN]
  - d) Specific IR. [ARTEP 63-005-MTP, Task 63-1-1004]
    - (1) Identifies IR by analyzing the FSB commander's restated mission and the staff analysis of the AO. [ARTEP 63-005-MTP, Task 63-1-1004]
    - (2) Policies and procedural requirements for obtaining information in accordance with the FSB TSOP. [ARTEP 63-005-MTP, Task 63-1-1004]
    - (3) PIR/IR gaps. [ARTEP 63-005-MTP, Task 63-1-1004]
    - (4) Listing of indicators for each PIR/IR. List should address: [ARTEP 63-005-MTP, Task 63-1-1004]
      - (a) Threat infiltration activities. [ARTEP 63-005-MTP, Task 63-1-1004]
      - (b) Possible targets in the BSA for threat activities; e.g., the ammunition transfer point (ATP) or the CL III point. [AN]
      - (c) Probable type and size force the threat may use against these targets. [ARTEP 63-005-MTP, Task 63-1-1004]

- e) The FSB intelligence NCO prepares intelligence collection worksheet that lists all PIR/TR, named area of interest (NAI), indicators, and available collection agencies. [ARTEP 63-005-MTP, Task 63-1-1004]
- f) The FSB intelligence NCO requests additional intelligence information, based on PIR and gaps in current holdings, from collection agencies listed in collection worksheet. [ARTEP 63-005-MTP, Task 63-1-1004]
- g) The FSB S2/3 intelligence NCO updates the FSB IPB intelligence information: [ARTEP 63-005-MTP, Task 63-1-1004]
  - (1) Extracts required information from current intelligence holdings, such as the S2 workbook, situation maps, policy files and journals, and intelligence summaries (INTSUM). [ARTEP 63-005-MTP, Task 63-1-1004]
  - (2) Revises intelligence collection worksheets to reflect changes in collection requirements. [ARTEP 63-005-MTP, Task 63-1-1004]
  - (3) Identifies pertinence of all incoming information in terms of reliability and credibility factors. [ARTEP 63-005-MTP, Task 63-1-1004]
  - (4) Integrates incoming information into existing files and worksheets. [ARTEP 63-005-MTP, Task 63-1-1004]
    - a) FSB/BSA reconnaissance elements.
    - b) Intelligence information from the supported brigade and DISCOM IPB products.
    - c) Intelligence information received by elements of the BSA; e.g., task force field trains.
- m) The FSB S2/3 approves the intelligence estimate. [ARTEP 63-005-MTP, Task 63-1-1004]
  - (1) Verifies contents for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1004]
  - (2) Forwards intelligence estimate to XO for review. [ARTEP 63-005-MTP, Task 63-1-1004]
  - (3) Presents the estimate to the commander or XO and staff. [ARTEP 63-005-MTP, Task 63-1-1004]
- n) The FSB S2/3 section distributes the intelligence estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1004 (and to the brigade and DISCOM S2); AN]
- 6c2 The FSB S2/3 prepares paragraphs 1 and 2 of the operations (supporting commander's) estimate which includes: [ARTEP 63-005-MTP, Task 63-1-1008]
  - a) Current status of FSB units and all BSA elements. [AN]
    - (1) Other division and corps units operating in the BSA.
    - (2) Combat strength.
      - a) Crew served weapons and base reaction force composition.
      - b) Vehicles, in particular combat vehicles with mounted weapons; e.g., M113s and the M88 in the FSB, and M1s and M2s in the task forces' field trains.
      - c) Tactical combat force (TCF) and/or brigade reserve.
  - (3) Location and activities of all FSB and BSA elements.

- b) The FSB S2/3 and support operations officer jointly conduct an assessment of the FSB's capability to conduct CSS operations while providing for force protection. [FM 63-20, Chap 6; AN]
- c) Missions and commander's intents of brigade and DISCOM commanders. [AN]
- d) Specific actions taken by the FSB S2/3 include:
  - (1) The FSB S2/3 section determines IR for supporting the brigade and DISCOM commander's concepts of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
    - (a) Identifies IR by reviewing the FSB, DISCOM, and brigade commander's restated missions and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1008]
    - (b) Identifies agencies or documents from which to acquire additional IR. [ARTEP 63-005-MTP, Task 63-1-1008]
  - (2) The FSB S2/3 section conducts analyses of potential FSB CPs/command and control (C2) tactical movements and occupation of assembly/operational areas. [FM 63-20, pp. 2-4, 3-12, 5-7 through 5-9 and App A]
    - (a) The FSB S2/3 section determines additional transportation requirements for movement of subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
      - 1 Identifies adjacent unit boundaries and all other areas of responsibility to be crossed by subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
      - 2 Identifies probable security requirements from the intelligence estimate, intelligence summaries and the IPB. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
      - 3 Identifies what percentage of each subordinate element in the BSA can be moved in a single lift. [ARTEP 63-005-MTP, Task 63-1-1010 (Also covered by FSB BF-5)]
    - (b) The FSB S2/3 section identifies options for future BSA locations by map reconnaissance. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
      - 1 Space required for number and type of elements and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
      - 2 Space available to support the number and type of elements, and base facilities proposed for the new area. [ARTEP 63-005-MTP, Task 63-1-1011]
      - 3 Capability of area to support the battalion's equipment and vehicles. Factors include: [ARTEP 63-005-MTP, Task 63-1-1011]
        - a Dispersion.
        - b Size and weight of equipment.
        - c Safety factors; e.g., considerations for locating ATPs and fuel points specified distances from other facilities.

- 4 Accessibility of roads and size of areas around buildings. [ARTEP 63-005-MTP, Task 63-1-1011]
- 5 Availability of cover and concealment in area. [ARTEP 63-005-MTP, Task 63-1-1011]
- 6 Suitability of helicopter landing sites. [ARTEP 63-005-MTP, Task 63-1-1011]
- 7 Accessibility to main supply routes (MSRs) and alternate supply routes (ASRs). [AN]
- 8 Suitable distances from projected enemy assembly areas. [AN]

6c3

- The FSB S2/3 section conducts a nuclear vulnerability analysis as appropriate. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Identifies potential area of FSB support operations in support of the brigade commander's concept. [ARTEP 63-005-MTP, Task 63-1-1008]
  - b) Identifies all pertinent information required to perform the analysis. [ARTEP 63-005-MTP, Task 63-1-1008]
  - c) Identifies potential enemy nuclear weapons delivery capability. Delivery system information should include probable yield(s) associated with each system and the range to system launch locations (if known). [ARTEP 63-005-MTP, Task 63-1-1008]
  - d) Identifies the location, size, shape (disposition), and status of all friendly units being analyzed. [ARTEP 63-005-MTP, Task 63-1-1008]
  - e) Selects appropriate vulnerability radii. [ARTEP 63-005-MTP, Task 63-1-1008]
  - f) Selects best technique to offset nuclear vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
  - g) Identifies "worst case" ground zero. [ARTEP 63-005-MTP, Task 63-1-1008]
  - h) Estimates fractional coverage. [ARTEP 63-005-MTP, Task 63-1-1008]
  - i) Compares estimated percentage of casualties or damage to commander's acceptable loss criteria. [ARTEP 63-005-MTP, Task 63-1-1008]
  - j) Develops initial COAs to decrease FSB's vulnerability or increase protection that would be presented during the war-gaming of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
  - k) Forwards nuclear vulnerability analysis to S2/3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]

6c4

- The FSB S4 prepares paragraphs 1 and 2 of the logistics estimate which provides for internal FSB logistical support. [ARTEP 63-005-MTP, Task 63-1-1006 and FM 63-20, pp. 6-4 and 6-5]
- a) The FSB S4 determines the current maintenance status of FSB elements. [FM 63-20, Chap 6; AN]
    - (1) C026 report (former Department of the Army [DA] Form 2406 report).
    - (2) Repair parts (CL IX).
    - (3) Maintenance asset locations and activities.
    - (4) Key maintenance personnel status.

- (5) Battalion maintenance officers (BMO's) assessment of capabilities in terms of strengths and weaknesses. The FSB S4 determines the current supply status of FSB units. [FM 63-20, Chap 6; AN]
- b) The FSB S4 identifies organizational maintenance problems BSA tenant elements may be having and their supply status. (This is necessary since their battalion S4s are not in proximity to assist them.) [AN]
- c) The FSB support operations branch plans software support for the FSB and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- d)
  - (1) Identifies all subordinate elements with CSS software capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (2) Identifies all units in the BSA without organic CSS software capabilities to include task force (TF) field trains and combat trains unit level logistics system (ULLS) computer software capability. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (3) Develops CSS software plan that accommodates all units with or without software capabilities in coordination with DISCOM CSS automation management officer (CSSAMO). [ARTEP 63-005-MTP, Task 63-1-1013]
  - (4) Provides instructions to include receipt, distribution, and implementation of change packages; submission of software problems reports; and coordination of external support. [ARTEP 63-005-MTP, Task 63-1-1013]
  - (5) Prepares continuity of operations plan in accordance with TSOP, which provides policies and procedures for maintaining continuity of operations in the event that automated systems become inoperative due to battle loss or technical problems. [ARTEP 63-005-MTP, Task 63-1-1013]
- e) Specific actions of the S4 are:
  - (1) The FSB S4 section determines IR. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (a) Identifies IR by analyzing the commander's restated mission, analyses of the AO and DISCOM logistics summaries. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (b) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (c) Identifies agencies and documents from which to acquire information. [ARTEP 63-005-MTP, Task 63-1-1006]
  - (2) The FSB S4 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (a) Coordinates tactical and intelligence information requirements with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (b) Coordinates personnel IR with the FSB S1 section. [ARTEP 63-005-MTP, Task 63-1-1006]
    - (c) Extracts required information from current information holdings, such as S4 workbook, situation maps, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1006]
  - (4) The FSB S4 section drafts paragraph 2 of the logistics estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1006]

- (b) States the effects of the intelligence situation on internal logistics activities. [ARTEP 63-005-MTP, Task 63-1-1006]
- (h) Prepares a general statement about current maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1006]

6c5 The FSB S1 section prepares paragraphs 1 and 2 of the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005; FM 63-20, pp. 6-2 through 6-4]

a) The FSB S1 section determines personnel IR. [ARTEP 63-005-MTP, Task 63-1-1005]

- (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and DISCOM personnel summaries. [ARTEP 63-005-MTP, Task 63-1-1005]
- (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1005]
- (3) Identifies agencies or documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1005]
- (4) Assesses the state of mental stress within the battalion.

b) The FSB S1 section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1005]

- (1) Coordinates tactical and intelligence IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1005]
- (2) Coordinates logistical IR with S4 section. [ARTEP 63-005-MTP, Task 63-1-1005]
- (3) Extracts required information from current information holdings, such as S1 workbook SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1005]
- (4) Requests additional IR from DISCOM S1 section. [ARTEP 63-005-MTP, Task 63-1-1005]

d) The FSB S1 section drafts paragraph 2 of the personnel estimate, the situation and considerations. [ARTEP 63-005-MTP, Task 63-1-1005]

- (1) Prepares brief summary based on the appropriate intelligence document. [ARTEP 63-005-MTP, Task 63-1-1005]
- (2) States the effects of the enemy situation and climate on personnel activities. [ARTEP 63-005-MTP, Task 63-1-1005]

(8) Prepares troop preparedness situation subparagraph addressing current personnel services status. [ARTEP 63-005-MTP, Task 63-1-1005]

- (a) Personnel strength. [AN]
- (b) Key personnel status. [AN]
- (c) Replacement projections. [AN]
- (d) Personnel service asset locations and activities. [AN]
  - 1 Mail. [AN]



- 2 Finance. [AN]
- 3 Personnel and administration center (PAC). [AN]
- 4 Post exchange (PX) and personnel welfare items. [AN]
- 5 Chaplain. [AN]
- 6 Recreation services. [AN]
- 7 Mortuary affairs. [AN]
- (9) Lists all assumptions based on initial planning guidance. [ARTEP 63-005-MTP, Task 63-1-1005]

6c6 The FSB support operations section prepares paragraphs 1 and 2 of the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]

a) The FSB support operations section determines IR. [ARTEP 63-005-MTP, Task 63-1-1007]

- (1) Identifies IR by analyzing the commander's restated mission, analyses of the AO, and the division OPORD. [ARTEP 63-005-MTP, Task 63-1-1007]
- (2) Follows TSOP policies and procedures. [ARTEP 63-005-MTP, Task 63-1-1007]
- (3) Identifies agencies and documents from which to acquire required information. [ARTEP 63-005-MTP, Task 63-1-1007]
- b) The FSB support operations section assembles required information. [ARTEP 63-005-MTP, Task 63-1-1007]
  - (1) Coordinates tactical and IR with the FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1007]
  - (2) Coordinates personnel IR with S1 section. [ARTEP 63-005-MTP, Task 63-1-1007]
  - (3) Extracts required information from current information holdings, such as the support operations section workbook, SITMAPs, policy files, and journals. [ARTEP 63-005-MTP, Task 63-1-1007]
  - (4) Identifies tentative task organization of the maneuver brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
  - (5) Requests additional IR from division material management center (DMMC) and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1007]
- c) The FSB support operations officer coordinates support planning with supported elements (Brigade [Bde] S4, TFs' Headquarters and Headquarters Company [HHC] commanders, and representatives of other supported units located in the BSA). [Soldier's Training Publication (STP) 21-II-Military Qualification Standards (MQS): 03-9001.13-0001; ARTEP 63-005-MTP, Task 63-1-1001]

(1) Provides current capabilities and limitations of the FSB. [ARTEP 63-005-MTP, Task 63-1-1001]

- (a) Volumes of storage facilities. [CALL Newsletter No. 92-5, p. 1-2]
- (b) Information on current materiel stocks in the FSB. [CALL Newsletter No. 92-5, p. 1-2]
- (c) Inbound CL III, IV, and V stocks. [BCTP Tm B, CSS Tm; FN-CGSC, CSS SMEs]



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- (d) Projected 12/24/48 hour status of supplies resulting from the expected usage of consumable supplies and weapon systems, based on previous consumption and attrition rates for similar missions. [CALL Newsletter No. 92-5, Nov 92, p. 1-2.]
- (e) Known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-216-MTP, Task 63-1-1013/1e]
- (f) Sources of CL IV and V obstacle and construction materials. [CALL Newsletter No. 92-5, p. 9]
- (g) Current and projected status and capabilities of services (e.g., clothing, mortuary affairs, bath, laundry, trash collection). [CGSC Student Text 101-6, p. 1-8; FM 63-3, p. A-6]
- (h) Current combat power, 12/24/48 hour projections based on results of most recent daily logistics meetings. [FN-NTC CSS OCs]
- (2) Provides estimated degradation of support for various threat and MOPP levels; e.g., how will support be affected if the FSB is in a MOPP 3 status? [ARTEP 63-005-MTP, Task 63-1-1001]
- (3) Provides resolutions for logistical shortfalls. [ARTEP 63-005-MTP, Task 63-1-1001]
- (4) Identifies specific force and structure to be supported, to include tentative augmentations. [ARTEP 63-005-MTP, Task 63-1-1001]
- (5) Identifies projected location of the proposed support sites (e.g., BSA, FLEs, field trains, AXP's, LRP's, etc.) [ARTEP 63-005-MTP, Task 63-1-1001]
- (6) Identifies estimated times for deployment of battalion and other units. [ARTEP 63-005-MTP, Task 63-1-1001]
- (7) Identifies potential march routes and equipment and personnel requirements for conducting ROM operations.
- (8) Identifies host nation (HN) support requirements.

6c7

The FSB S2/3 develops the command, control, and communications estimate. [ARTEP 63-005-MTP, Task 63-1-1008]

- a) The FSB S2/3 identifies current communications status. [FM 63-20, Chap 6]
  - (1) Secure and nonsecure radio communications capability. [AN]
  - (2) Retransmission capability. [AN]
  - (3) Land line capability. [AN]
  - (4) Satellite communications capability. [AN]
  - (5) Communications links with higher and adjacent units. [AN]
- b) The FSB S2/3 develops the current command/control status. [FM 63-20, Chap 6]
  - (1) Location of CPs. [AN]
    - (a) Brigade TOC. [AN]
    - (b) DISCOM CP. [AN]
    - (c) FSB CP. [AN]

- (d) Field Trains CPs. [AN]
- (e) Adjacent unit CPs. [AN]
- (2) The FSB XO or S2/3 assesses command, control, and communications (C3) capability to support FSB/BSA operations. [AN]
- c) The FSB S2/3 section prepares paragraphs 1 and 2 of the C3 estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
- (1) Conducts a map reconnaissance to identify communication limitations; e.g., to determine if terrain features will degrade communications or if site distances pose a problem in maintaining communications. [ARTEP 63-005-MTP, Task 63-1-1008]
- (2) Lists current status of all FSB communication equipment. [ARTEP 63-005-MTP, Task 63-1-1008]
- (3) Lists terrain factors that may affect communication compatibility or vulnerability. [ARTEP 63-005-MTP, Task 63-1-1008]
- (4) Lists communications factors that may be affected by the terrain, enemy disposition and strength, enemy capabilities, operating distances, or interference by other friendly unit communications activities (e.g., weather conditions, interoperability of equipment, maintenance status of equipment, enemy jamming, and/or monitoring capabilities). [ARTEP 63-005-MTP, Task 63-1-1008]
- (5) Coordinates with the S4 section for the status of incoming communications equipment (e.g., status of requisitions for new or replacement equipment). [ARTEP 63-005-MTP, Task 63-1-1008]
- (6) Coordinates with the S4 to identify the status of all non-operational equipment. [ARTEP 63-005-MTP, Task 63-1-1008]
- (7) Lists methods to eliminate or compensate for all deficiencies. [ARTEP 63-005-MTP, Task 63-1-1008]
- (8) Forwards C3 estimate to S2/3 for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
- 6d. As required, the FSB commander employs the time-constrained MDMP by: [AN]
- 6d1 Focusing the staff on developing estimates by giving specific guidance on the information desired; e.g.:
  - a) Time constraints.
  - b) Steps/factors not to consider.
  - c) Status of critical supplies which are mission dependent, e.g.:
    - (1) CL III and V in offensive operations.
    - (2) CL IV and V in defensive operations.
  - d) Status of road networks and transportation assets.

7. **The forward support battalion commander and staff develop course(s) of action.** [ARTEP 63-005-MTP; FM 101-5 Chap 4; FM 63-20]
- 7b. The FSB commander provides guidance to the staff which facilitates COA development. The guidance ranges from: [FM 101-5, p. 4-26]
  - 7b1 Requirement for two or more staff-developed COAs. [AN]
  - 7b2 Requirement for only one staff-developed COA. [AN]
  - 7b3 The development of only FSB commander-directed COA(s). [AN]
- 7c. The FSB commander develops one or more COAs, alone or in conjunction with the FSB staff, that identify a plan that would accomplish the mission assigned the FSB. [FM 101-5, p. E-1]
- 7d. The FSB XO ensures that the staff remains focused on the commander's guidance during the COA development. [FM 101-5, p. 4-26 and Appendix (App) E, p. E-3]
- 7e. The FSB XO supervises the staff development of COAs that consider: [CGSC Student Text 101-5, p. 3-1]
  - 7e1 The selected brigade COA and war-gaming notes.
  - 7e2 The FSB's mission.
  - 7e3 The DISCOM and brigade commander's intents and guidance.
  - 7e4 The FSB commander's guidance.
  - 7e5 The brigade's task organization.
  - 7e6 The DISCOM and brigade CCIR.

- 7f. The FSB XO, or in the absence of the XO, the FSB S2/3 (with guidance from the FSB XO), leads the staff through COA development and selection of feasible COAs. [FM 101-5, p. 4-46, E-3; ARTEP 63-005-MTP, Task 63-1-1003]
- 7f1 Identifies specific guidance from the FSB commander and supported brigade's selected COA and war-gaming notes. [ARTEP 63-005-MTP, Task 63-1-1003]
- 7f2 Lists schemes of support that sustain supported units in the BSA. [ARTEP 63-005-MTP, Task 63-1-1003]
- 7f3 Assigns tentative missions consistent with a specific subordinate element's capability. [ARTEP 63-005-MTP, Task 63-1-1003]
- 7f4 Directs BSA route and area reconnaissance activities. [ARTEP 63-005-MTP, Task 63-1-1010]
- 7f5 Lists a minimum of two feasible COAs unless otherwise directed. [ARTEP 63-005-MTP, Task 63-1-1003]
- 7f6 The FSB S1 and the FSB S4 identify personnel and logistics COAs which can support the scheme of operations identified by each S2/3 COA from an internal FSB perspective. [AN]
- 7f7 The FSB support operations officer identifies logistics COAs which can provide logistical support to the supported brigade for each COA identified by the FSB S2/3. [AN]
- 7f8 The FSB S2/3 chemical NCO identifies NBC COAs which can support the scheme of operations identified by each S2/3 COA. [AN]
- 7f9 The FSB S2/3 intelligence NCO develops threat COA for each friendly COA being considered. [AN]
- 7g. The FSB XO ensures that all COAs retained for war-gaming are identified in sketch format and are prepared for use during war-gaming.
- 7h. Either the FSB XO or the FSB S2/3 briefs the FSB commander on selected COAs for approval or revision. [ARTEP 63-005-MTP, Task 63-1-1003]
- 7i. The FSB S2/3 selects a method for providing the various staff members with an outline of the selected COAs. Choices are: [ARTEP 63-005-MTP, Task 63-1-1003]

- 7i1 Posting COAs on butcher paper or some other display in the TOC. [AN]
- 7i2 Transcribing notes listing the selected COAs. [AN]
- 7j. The FSB commander, when employing the MDMP in a time-constrained environment may: [FM 101-5, p. 4-44]
- 7j1 Limit the number of COAs to be considered.
- 7j2 Give the staff a specific COA or specific guidance on how to develop COA.
- 7j3 Develop the COA(s) alone.
- 7j4 Remain with the staff and participate in developing the COA(s).
- 8. **The forward support battalion commander and staff analyze course(s) of action.** [ARTEP 63-005-MTP, Tasks 63-1-1003 and 63-1-1012; FM 8-55, Chap 3 and 4; FM 101-5, Chap 4, F-27, C-44/45; CGSC Student Text 101-5; CGSC Student Text 101-6; CALL Newsletter No. 92-5, p. 2, 5, 8, 9]
- 8a. The FSB commander, the FSB XO, or the FSB S2/3, presides over the war-gaming of each selected COA; war-gaming incorporates the following: [FM 101-5, p. 4-26]
- 8a1 War-game each COA against: [AN]
  - a) Supported brigade and DISCOM commander's intents. [AN]
  - b) Probable enemy activities impacting on BSA elements operating in the BSA or forward of the BSA in support of the mission. [AN]
  - c) Selected brigade COA. [AN]
- 8a2 The entire staff is present. [AN]
- 8a3 Staff has current estimates for their areas of responsibility. [AN]
- 8a4 War game notes are maintained for use in developing the OPORD. (A synchronization matrix best captions this.) [AN]

8a5 Advantages and disadvantages of each COA are listed as they become obvious. [AN]

8a6 Each staff member actively participates in war-gaming. [AN]

8a7 All participants remain unbiased. [AN]

8a8 All participants avoid drawing premature conclusions. [AN]

8a9 COAs are not compared with each other. [AN]

8a10 There is continual assessment of suitability, feasibility, and acceptability of COAs; analysis is stopped if COA becomes unfeasible. The FSB commander can perform the analysis by himself or with staff assistance. [FM 101-5, p. 4-51]

a) Suitability aspect considers:

- (1) Does new concept accomplish the FSB mission?
- (2) Does new concept meet brigade and DISCOM commander's intent?
- (3) Does the plan meet the FSB commander's intent and desired endstate?

b) Feasibility aspect considers:

- (1) Time: is there time to execute the plan(s) as designed?
- (2) Means: does the FSB have the means to execute the plan(s) as designed?

c) Acceptability aspect considers whether concept:

- (1) Achieves the desired endstate.
- (2) Can be conducted within acceptable costs/risks.

8b. The FSB staff has planning factors and techniques for the computation of resources expected to be consumed during the mission (e.g., CL III, V, and VII) and should conduct the war game following these steps, paying particular attention to direct support (DS) logistical support requirements: [AN; FM 101-5; or CGSC Student Text 101-5]

8b1 Gather planning factors (consumption rates, casualty rates, etc.) [AN]

8b2 List all friendly forces available to provide CSS support to the supported brigade. [AN]

8b3 List any assumptions which are necessary to proceed with COA analysis. [AN]

- 8b4 List situations which could impact on the FSB's provision of DS logistical support to the supported brigade, and requirements, critical events, and decision points (DPs) which have to be met in order for the FSB to provide DS logistical support to the supported brigade. [AN]
- 8b5 Select the war-gaming method. [AN]
- 8b6 Select a technique to record and display war game results. [AN]
- 8b7 War-game the battle and develop FSB requirements that must be met for the FSB to provide DS logistical support to the supported brigade while providing for force protection of FSB personnel and CSS assets. [AN]
- 8c. The FSB commander and key staff (e.g., XO, S2/3, and support operations officer) determine acceptable levels of risk for FSB personnel and CSS assets based on each COA selected, following these steps: [FM 101-5, p. 4-31]
- 8c1 Identify hazards which pose a threat to FSB personnel and CSS assets, and identify major events to be supported.
- 8c2 Assess hazards which pose a threat to CSS personnel and CSS assets, and the potential extent of the hazards.
- 8c3 Make risk decision to proceed as planned or to advise the brigade commander that the FSB can't provide support without assistance (e.g., brigade combat power where force protection risk is unacceptable, or additional CSS assets if it is deemed there is a CSS shortfall which can't be resolved with the DISCOM), or that the brigade commander must accept risk to the CSS supportability of his plan.
- 8c4 Implement controls for providing support throughout the various phases of the battle (which will become input to the DST).
- 8d. When war-gaming identifies additional required information, or if information is unclear, the responsible staff officer obtains needed information. [AN]
- 8e. The FSB XO ensures that the following are determined for each COA during the war-gaming (as it pertains to internal FSB operations and functions): [FM 101-5, p. 4-29 and F-19]
- 8e1 Intelligence.

- a) Possible enemy activity or climatic conditions which could interfere with DS logistical operations in support of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1003]
- b) Possible enemy activity which could pose a threat to the BSA survival. [ARTEP 63-005-MTP, Task 63-1-1003]
- c) NAIs which would lead the commander to determine that an enemy action may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
- d) Indicators of enemy use of artillery against the BSA which may pose an unacceptable threat to BSA personnel and/or CSS assets. [AN]
- e) Level of threat (Level I, II, or III) based upon analysis of brigade and DISCOM input from their IPB processes and INTSUMs. [ARTEP 63-005-MTP, Task 63-1-1003]
- f) Potential targets in the BSA for enemy nuclear and chemical weapons. [ARTEP 63-005-MTP, Task 63-1-1012]

## 8e2 Maneuver.

- a) Integrated BSA defense. [FM 63-20, Chap 5]
- b) Tactical combat force/brigade reserve location and availability. [FM 63-20, p. 5-12]
- c) Positioning of critical rear area bases and base clusters to enable mutual support and enhance security. [AN]
  - (1) Position BSA away from main avenues of approach. [AN]
  - (2) Position BSA in easily defended area. [AN]
  - (3) Position BSA near reserve location if feasible. [AN]
  - (4) Position BSA away from likely airborne or airmobile landing sites. [AN]
- d) BSA reaction force composition. [AN]
- e) Availability of brigade combat vehicles in the BSA which could be used in defense and the warning procedures to mobilize defense. [AN]
- f) Counter-reconnaissance requirements and capability of BSA personnel and MP assets to conduct counter-reconnaissance. [AN]
- g) MP support requirements. [AN]
  - (1) EPW evacuation and support. [FM 63-20, p. 6-5]
  - (2) Traffic control. [AN]
  - (3) Security. [FM 63-20, Chap 5]
- h) Potential attack helicopter support in the event of a level III threat. [AN]
- i) Procedures for implementing direct fires. [AN]
- j) Emergency displacement and equipment/documentation destruction. [FM 63-20, p. 5-12]

## 8e3 Fire support. [FM 63-20, pp. 5-9 and 6-5]



- a) Preplanned targets. [FM 63-20, p. 5-9]
  - b) Observers, communications equipment, and procedures for calling for fires. [AN]
  - c) Critical fire zones. [AN]
  - d) Fire support for logistics package (LOGPACs), LRPs, and AXPs. [AN]
- 8e4 Mobility/Survivability (M/S). [AN]
- a) Likely times and areas for enemy or friendly NBC events. [AN]
  - b) Requirements for force protection (e.g., barriers, overhead cover, protection for 5,000 gallon tankers). [AN]
  - c) Initial deployment of NBC decontamination units. [AN]
  - d) MOPP. [AN]
  - e) Requirements for improving MSRs and ASRs. [AN]
  - f) Requirements for protection of CSS assets which are subject to weather damage (e.g., supplies stored in perishable boxes [such as meals ready to eat] and CL IX). [AN]
- 8e5 Air defense. [FM 63-20, Chap 5]
- a) Air defense for the BSA. [AN]
  - b) Air defense for CSS elements operating outside of BSA (e.g., LRP activities). [AN]
  - c) Air defense for critical choke points and terrain features (e.g., bridges). [AN]
  - d) Air defense support and priorities. [FM 63-20, pp. 5-9, 5-10 and 6-5]
  - e) Requirements for air watch and alarm signals. [AN]
  - f) Requirements for passive air defense. [AN]
- 8e6 CSS. (see task 8f below)
- 8f The FSB XO ensures that the following are determined for each CSS COA during the war-gaming (as it pertains to the supported brigade) [FM 101-5, p. F-27, C-44]
- 8f1 Additional combat support (CS) and CSS capabilities required to provide CSS to the supported brigade. [AN]
- a) Medical support requirements above and beyond the capability of the medical company to provide HSS to the supported brigade: [AN]
    - (1) Casualty projections. [FM 8-55, Chap 3 and 4; FM 63-20, pp. 6-4 and 6-7]
    - (2) Medical treatment and evacuation support. [ARTEP 63-005-MTP, Task 63-1-1011; FM 63-20, p. 6-6]
  - b) Supply. [FM 101-5, p. C-45]

- (1) Supply status projections by class of supply. [CGSC Student Text 101-6, p.1-11]
    - (2) Critical shortfall of any classes of supply. [AN]
  - c) Maintenance. [FM 101-5, p. C-45]
    - (1) Loss/maintenance projections. [CGSC Student Text 101-6, p.1-11]
    - (2) Maintenance support requirements and priorities. [AN]
  - d) Transportation requirements and priorities.
    - (1) Movement of Classes IV and V obstacle materials and engineer equipment to designated work sites or supply points by the required times.
    - (2) Potential to evacuate enemy material and personnel.
    - (3) Transportation to support anticipated surge requirements, such as: [AN]
      - (a) Movement of CL III to support unexpected success/pursuit of enemy. [AN]
      - (b) Movement and /or repositioning of CL IV, CL V, and engineer equipment to support hasty defense. [AN]
      - (c) Mass casualty situation. [AN]
    - (4) Availability of special equipment (e.g., HET). [CGSC Student Text 101-6, p.1-11]
- 8f2 Other CSS requirements for providing support to the supported brigade: [AN]
  - a) Critical classes of supply. [FM 63-20, p. 6-6]
  - b) Supply priorities. [FM 63-20, p. 6-6]
  - c) Maintenance support requirements and priorities. [FM 63-20, p. 6-6]
  - d) Transportation requirements and priorities. [FM 63-20, pp. 6-6 and 6-7]
- 8f3 Locations of prepositioned stocks to support the brigade battle; e.g., prepositioning of CL V for the artillery. [FM 63-20, p. 2-6]
- 8f4 On order movement of ATPs, which is normally predicated on the passage of a phase line or conducted in conjunction with retrograde operations. [FM 63-20, p. 2-6; AN]
- 8f5 Requirements for obstacle material to support the brigade's mobility/counter-mobility-survivability (M/CM/S) efforts. [AN]
- 8f6 Varieties and quantities of ammunition required for the brigade battle. [AN]
- 8f7 Reconstitution requirements for the supported brigade, if needed. [AN]

- 8f8 Location of potential landing zones (LZs) and drop zones (DZs). [FM 63-20, p. 2-9]
- 8f9 Aviation support for moving critical supplies in support of the brigade's forward elements. [FM 63-20, pp. 2-8 and 3-5]
- 8f10 Assessment of replacement operations (normally done in conjunction with the brigade S1). [AN]
- 8f11 LRP positioning to decrease the turn around times for task force CSS elements. [FM 63-20, p. 2-6; AN]
- 8f12 Graves registration (GRRREG) operations in support of the brigade battle. [FM 63-20, p. 7-4]
- 8f13 Constant comparison of required and available CSS capability to identify shortfalls and ways and means to eliminate or reduce the effect of these shortfalls (e.g., enemy resistance that is greater than expected will require greater expenditures of CL V than expected). [AN]
- 8f14 Additional support requirements for conducting ROM operations.
- 8f15 HN requirements.
- 8f16 Communication requirements and priorities. [ARTEP 63-005-MTP, Task 63-1-1011; FM 63-20, pp. 4-1, 5-2, and 6-5]
- 8f17 What, if any, specific support actions will need to be conducted at night. [CALL Newsletter No. 92-5, p. 8]
- 8f18 Points in the battle when surge requirements are likely to be generated, such as: [AN]
  - a) Seizing objective at completion of attack (e.g., surge to reposition critical supplies for consolidation and reorganization or surge in CL III and CL V to support unexpected success/pursuit of enemy). [AN]
  - b) Initiation of hasty defense or mission change from offense to defense (e.g., surge in CL IV, CL V, and engineer equipment to support defense preparation). [AN]
  - c) Attack of prepared defensive position with major obstacles (e.g., potential surge in medical personnel, supplies, and facilities to support mass casualty situation). [AN]
- 8f19 Tactical restrictions on CSS operations (e.g., terrain that cannot be used for logistics operations because it is occupied by a tactical unit, roads which are dedicated to a battalion (Bn) TF's movement to the line of departure (LD) during a specific period

and not available for use by logistical vehicles, weather conditions that prevent logistics operations in specific areas due to lack of trafficability). [CALL Newsletter No. 88-3, p. 31]

8f20 The required mix of CL IV and V obstacle and construction materials. [CALL Newsletter No. 92-5, p. 9]

- a) Wire, pickets, and associated equipment. [AN]
- b) Mines. [CALL Newsletter No. 92-5, p. 9]
- c) Lumber. [CALL Newsletter No. 92-5, p. 9]
- d) Concrete. [CALL Newsletter No. 92-5, p. 9]

8f21 Analysis of time and space factors to provide responsive support, such as: [CALL Newsletter No. 92-5, p. 2]

- a) Priority of support. [CALL Newsletter No. 92-5, p. 2]
- b) Positioning for support. [CALL Newsletter No. 92-5, p. 2]
- c) Tempo of support (intensity of demand). [CALL Newsletter No. 92-5, p. 2]
- d) Timing of CSS actions to avoid lapses in support. [CALL Newsletter No. 92-5, p. 5]

8g. By-products of the war game include:

8g1 Overlay depicting combat power application.

8g2 Event template.

8g3 Initial DST.

8g4 Tentative DPs.

8g5 Branches and sequels to plan.

8g6 CCIR.

8g7 Operational risk assessment.

8g8 Situations and locations with increased risk of fratricide.

- 8g9 Synchronization matrix.
- 8g10 Additional assets required; appropriate requests generated by the FSB staff.
- 8g11 Information that staff officers require to prepare their portions of the OPORD (if that information hasn't come out of the war-gaming or is unclear, the responsible staff officer must aggressively pursue needed information).
- 8h. The FSB S2/3 section drafts paragraph 3 of the operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
- 8h1 Identifies the probable impact of each significant difficulty (e.g., operating in an area with bypassed enemy units) on the success of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
- 8h2 Prepares a COA matrix showing the advantages and disadvantages of each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
- 8h3 Assigns probability of success to each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
- 8i. The FSB S4 section drafts paragraph 3 of the logistics estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]
- 8i1 Calculates sufficiency of proposed area for internal logistics operations. [ARTEP 63-005-MTP, Task 63-1-1006]
- 8i2 Lists logistics and tactical impact for each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
- 8j. The FSB S1 section drafts paragraph 3 of the personnel estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
- 8j1 Lists all COAs provided by the FSB S2/3. [ARTEP 63-005-MTP, Task 63-1-1005]
- 8j2 Lists problem areas, trends, and deficiencies impacting on troop preparedness of each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
- 8k. The FSB support operations section drafts paragraph 3 of the support operations estimate, analysis of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]

- 8k1 Calculates sufficiency of proposed AO for support operations to provide support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
- 8k2 Calculates materiel and service requirements to arm, fuel, fix, and transport the supported brigade using FM 101-10-1. [ARTEP 63-005-MTP, Task 63-1-1007]
- 8k3 Lists personnel situation and its impact for each COA as it pertains to providing support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
- 8k4 Lists logistical and HSS deficiencies in providing DS logistical support to the supported brigade for each COA. [ARTEP 63-005-MTP, Task 63-1-1007]
- 8k5 Lists specific requirements for conducting ROM operations:
  - a) Number of potential routes of march on which to conduct ROM operations.
  - b) Number of ROM sites along each route of march.
  - c) Number of refuel points at each ROM site.
  - d) Estimated amount of fuel required at each ROM site.
  - e) Anticipated MP assistance at the ROM sites.
  - f) Anticipated air defense coverage required at each ROM site.
  - g) Anticipated communications requirements at each ROM site.
  - h) Anticipated maintenance and recovery requirements at each ROM site.
- 8k6 Calculates HN support requirements.
- 8l. The FSB battalion commander and staff identify risk to mission accomplishment and safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
- 8l1 Identify specified and implied missions or tasks in OPLAN or OPORD [ARTEP 63-005-MTP, Task 63-1-R326]
- 8l2 Identify conditions which would jeopardize accomplishment of the specified and implied missions or tasks. [AN]
- 8l3 Identify all safety risks to units and personnel associated with specified and implied missions or tasks. [ARTEP 63-005-MTP, Task 63-1-R326]

- 8l4 Identify previous unsafe acts and corrective actions based on records. [ARTEP 63-005-MTP, Task 63-1-R326]
- 8l5 Calculate projected loss of equipment and personnel from accidents. [ARTEP 63-005-MTP, Task 63-1-R326]
- 8l6 The FSB battalion commander and staff evaluate risk or safety hazards. [ARTEP 63-005-MTP, Task 63-1-R326]
  - a) Identify all unwarranted risks. [ARTEP 63-005-MTP, Task 63-1-R326]
  - b) Describe operations in terms of risk levels (high, medium, low). [ARTEP 63-005-MTP, Task 63-1-R326]
  - c) Compare identified risk to the commander's acceptable level of risks. [ARTEP 63-005-MTP, Task 63-1-R326]
  - d) Compare costs of measures to reduce or eliminate risk to impact on mission accomplishment. [ARTEP 63-005-MTP, Task 63-1-R326]
- 8m. The FSB XO ensures that the staff's war-gaming notes are complete and accurate. [AN]
- 8n. The FSB commander directs the war-gaming process during the MDMP in a time-constrained environment. He ensures that: [FM 101-5, p. 4-42]
  - 8n1 All the steps of the war-gaming process are performed. [AN]
  - 8n2 There is adherence to all required war-gaming principles. [AN]
  - 8n3 As many of the staff are assembled for the war-gaming as possible, given the tactical situation. [AN]
  - 8n4 All aspects of FSB staff input and BSA capabilities/status are considered. [AN]
  - 8n5 Where possible, less time-consuming war-gaming methods are used, such as the critical points (box method). [AN]
- 9. **The forward support battalion staff compares courses of action.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]
  - 9a. The FSB XO or S2/3 supervise comparisons of COA by the staff. He ensures: [FM 101-5, p. 4-32; AN]
  - 9a1 Use of the commander's previous guidance on comparison criteria. [AN]

- 9a2 Designation of criteria and weighting selected to build a decision matrix. [AN]
- 9a3 Selection of COA for recommendation to commander. [AN]
- 9a4 Briefing to the FSB commander on the results of COA comparison. [AN]
- 9b. Each FSB staff officer prepares a COA decision matrix for his own BOS/area of responsibility and: [FM 101-5, p. 4-32]
- 9b1 The FSB S1 section drafts paragraph 4 of the personnel estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1005]
- a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the personnel mission. [ARTEP 63-005-MTP, Task 63-1-1005]
  - b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies and modifications required on each COA. [ARTEP 63-005-MTP, Task 63-1-1005]
  - c) Identifies the COA which can best be supported from the personnel standpoint.
- 9b2 The FSB S4 section drafts paragraph 4 of the logistics estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1006]
- a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the internal logistics mission. [ARTEP 63-005-MTP, Task 63-1-1006]
  - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1006]
  - c) Identifies the COA that best supports the brigade operation from the logistical point of view.
- 9b3 The FSB S2/3 section drafts paragraph 4 of the operations estimate, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the force protection and overall battalion operations.
  - b) Conducts comparative analysis of each COA. Analysis includes methods and modifications for overcoming deficiencies in each COA. [ARTEP 63-005-MTP, Task 63-1-1008]
  - c) Identifies the best COA to the commander from the operations standpoint.
- 9b4 The FSB support operations section drafts paragraph 4, comparison of COAs. [ARTEP 63-005-MTP, Task 63-1-1007]



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- a) Lists advantages and disadvantages of each COA with respect to the accomplishment of the support mission to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
  - b) Conducts comparative analysis of each COA, to include methods of overcoming deficiencies or modifications required in each COA as it pertains to the ability of the FSB to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1007]
- 9b5 The FSB S1 section drafts paragraph 5 of the personnel estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1005]
- a) States supportability of the mission from a personnel viewpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
  - b) Lists major personnel deficiencies that must be brought to commander's attention. [ARTEP 63-005-MTP, Task 63-1-1005]
  - c) Recommends specific methods of eliminating or reducing the effects of these major deficiencies. [ARTEP 63-005-MTP, Task 63-1-1005]
  - d) Identifies the COA that can be supported from the personnel standpoint. [ARTEP 63-005-MTP, Task 63-1-1005]
- 9b6 The FSB S1 approves the personnel estimate. [ARTEP 63-005-MTP, Task 63-1-1005]
- a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1005]
  - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1005]
- 9b7 The FSB S1 section distributes the personnel estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1005]
- 9b8 The FSB S2/3 section drafts paragraph 5 of the operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) States supportability of mission from a force protection and operations viewpoint. [ARTEP 63-005-MTP, Task 63-1-1008]
  - b) Identifies the best COA that can be supported from a force protection and operations standpoint. [ARTEP 63-005-MTP, Task 63-1-1008]
- 9b9 FSB S2/3 section distributes supporting commander's (operations) estimate. [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Forwards estimate to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1008]
  - b) Forwards estimate to other FSB staff sections for review and/or comments. [ARTEP 63-005-MTP, Task 63-1-1008]
- 9b10 The FSB S4 section drafts paragraph 5 of the logistics estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1006]
- a) States supportability of mission from a internal logistics viewpoint. [ARTEP 63-005-MTP, Task 63-1-1006]

- b) Identifies the best COA that can be supported from an internal logistics standpoint. [ARTEP 63-005-MTP, Task 63-1-1006]
- 9b11 The FSB S4 approves logistics estimate. [ARTEP 63-005-MTP, Task 63-1-1006]
  - a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1006]
  - b) Presents estimate to commander or XO and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1006]
- 9b12 The FSB S4 section distributes the logistics estimate to other staff sections. [ARTEP 63-005-MTP, Task 63-1-1006]
- 9b13 The FSB support operations section drafts paragraph 5 of the support operations estimate, conclusions. [ARTEP 63-005-MTP, Task 63-1-1007]
  - a) States supportability of mission from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
  - b) Identifies the best COA that can be supported from an external logistics (providing logistical support to the supported brigade) and HSS viewpoint. [ARTEP 63-005-MTP, Task 63-1-1007]
- 9b14 The FSB support operations officer approves the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
  - a) Verifies content for completeness, correctness, and compliance with FSB commander's guidance. [ARTEP 63-005-MTP, Task 63-1-1007]
  - b) Presents estimate to commander, XO, and staff (oral or written). [ARTEP 63-005-MTP, Task 63-1-1007]
- 9b15 The FSB support operations section distributes the support operations estimate to other staff sections and to: [ARTEP 63-005-MTP, Task 63-1-1007]
  - a) The brigade S4. [AN]
  - b) The DISCOM SPO. [AN]
- 9c. The FSB XO leads the staff process to select a COA for recommendation to the FSB commander. [FM 101-5, p. F-38]
- 9c1 The FSB XO/S2/3 develops a weighted COA decision matrix and recommends the COA that best supports the brigade operation from the communications standpoint. [AN]
  - a) Rates each selected COA. [AN]
  - b) Selects COA to recommend to the FSB commander. [AN]

- 9c2 Resolves differences in conclusions concerning recommended COA before the commander is briefed. [ARTEP 63-005-MTP, Task 63-1-1008]
- 9c3 Selects COA that maximizes the operation and minimizes the risk. [ARTEP 63-005-MTP, Task 63-1-R326]
- 9d. The FSB XO or FSB S2/3 briefs the FSB commander on the results of the COA comparison. [ARTEP 63-005-MTP, Task 63-1-1008]
- 9e. Once the FSB commander has selected the COA to be employed, the XO leads the staff in war-gaming branches of the COA selected. [CGSC Student Text 101-5, p. 4-32]
- 9f. The FSB commander and staff plan measures to mitigate risks. [ARTEP 63-005-MTP, Task 63-1-R326]
- 9f1 Mission accomplishment.
- 9f2 Safety of personnel, equipment, and supplies.
- 9g. The FSB commander directs comparison of COAs during the MDMP in a time-constrained environment and: [FM 101-5, p. 4-42]
- 9g1 Uses generic COA decision/comparison matrices to save time. [AN]
- 9g2 Reduces the number of comparison criteria. [AN]
- 10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP, Task 63-1-1008; FM 101-5, Chap 4]
- 10a. The FSB commander selects the COA (modified as necessary) that the battalion will follow based on: [FM 101-5, Chap 4, p. 4-33]
- 10a1 His experience.

- 10a2 His trust and confidence in the command and unit capabilities. [AN]
- 10a3 His estimate of the situation. [AN]
- 10a4 The COA's inherent flexibility. [AN]
- 10a5 Risk acceptance. [AN]
- 10a6 Meeting the intents and endstates of brigade and DISCOM commanders. [AN]
- 10b. The FSB commander's intent and desired endstate are written by the commander. [AN]
- 10c. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10c1 Modifies staff recommendations, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10c2 Provides guidance for a new COA, if required. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10c3 Approves staff recommendations. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10c4 Translates the COA selected into a statement of what the command is to do in the elements of, "who," "what," "when," "where," and "why." [ARTEP 63-005-MTP, Task 63-1-1008]
- 10g. The FSB commander and staff continuously assess the risks to mission accomplishment, personnel, and equipment.
- 10h. The FSB commander, using the MDMP in a time-constrained environment, announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
- 11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H; CGSC Student Text 101-6, p. 1-24/25; CALL Newsletter No. 94-2, p. II-4; CALL Newsletter No. 92-5, pp. 8, 9]

- 11a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPODs are issued. The FSB XO and staff conduct a quick mission relook of the brigade and DISCOM OPOD prior to finalizing the FSB OPOD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to departing the brigade TOC. Upon receipt of the brigade and DISCOM OPODs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]
- 11c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
- 11c6 The FSB S2/3 section prepares the direct and indirect fire plan/annex for BSA and CSS activities. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Coordinates with the brigade fire support section on the target list. Develops fire support request and coordination measures in coordination with designated FSE. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c7 The FSB S2/3 section prepares the mobility and survivability annex for the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Coordinates additional support requirements with DISCOM SPO and supporting engineer element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c9 The FSB S2/3 section prepares the C3 plan/annex. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Coordinates overall communications plan with supporting signal element and RCPOC. [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Establishes a message system with runners as a backup communications system. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c10 The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
  - b) Coordinates ADC plans and procedures with the supporting MP element and brigade S3. [ARTEP 63-005-MTP, Task 63-1-1014]
  - c) Coordinates draft rear operations annex with all other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1014]
  - d) Forwards draft rear operations annex to S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1014]

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- 11c11 The FSB S4 section prepares the logistics annex (internal) in coordination with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1014]
- c) Coordinates medical treatment and evacuation plan with the medical company. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c12 The FSB S2/3 section prepares the response force annex. [ARTEP 63-005-MTP, Task 63-1-1014]
- e) Coordinates additional equipment or supply requirements with FSB S4 section. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c14 The FSB S2/3 section prepares the ADC annex in coordination with FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
- d) Coordinates additional support requirements with the FSB S4. [ARTEP 63-005-MTP, Task 63-1-1014]
- f) Coordinates ADC priorities with support operations and S4 sections. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c15 The FSB S2/3 section NBC NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
- d) Coordinates medical mass casualty evacuation and treatment support with the FSB S1 and support operations sections. [ARTEP 63-005-MTP, Task 63-1-1040]
- e) Coordinates alternate methods of supply, services, and medical support with the support operations section. [ARTEP 63-005-MTP, Task 63-1-1040]
- f) Coordinates alternate lines of communications (LOCs) with the FSB S2/3 section's communication personnel. [ARTEP 63-005-MTP, Task 63-1-1040]
- g) Coordinates NBC decontamination team support with the DISCOM SPO or the brigade S3. [ARTEP 63-005-MTP, Task 63-1-1040]
- h) Coordinates additional augmentation support with the DISCOM SPO section, to include smoke and NBC decontamination support. [ARTEP 63-005-MTP, Task 63-1-1040]
- k) Identifies procedures and measures that reduce unit vulnerability through terrain shielding and increased protective measures. [ARTEP 63-005-MTP, Task 63-1-1012]
- 11c18 The FSB S1 section prepares the personnel portion and annex to the FSB OPORD.
- a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
- (1) Coordinates with supporting medical element (support operations section and medical company [company C]) for assistance in preparing the battalion medical support plan. [ARTEP 63-005-MTP, Task 63-1-1042]
- (2) Describes measures for routine evacuation, emergency evacuation, and hospitalization of sick or injured personnel based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]

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- (3) Lists locations of medical and dental facilities based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
- (4) Describes procedures for requesting MEDEVAC support and transporting "return-to-duty" personnel to assigned units based on coordination with Company C. [ARTEP 63-005-MTP, Task 63-1-1042]
- (5) Identifies probability and impact of NBC-related casualties based on coordination with FSB NBC personnel. [ARTEP 63-005-MTP, Task 63-1-1042]
- (6) Provides information about medical support for mass casualties or NBC attack based on coordination with S2/3, support operations section, DISCOM SPO section, and supporting medical element. [ARTEP 63-005-MTP, Task 63-1-1042]

11c20 Safety is integrated into every aspect of FSB operations. [ARTEP 63-005-MTP, Task 63-1-R326]

11e. FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]

- 11e1 The FSB S2/3 section formulates a tentative BSA and CP area layout plan. [ARTEP 63-005-MTP, Task 63-1-1011]
  - a) Selects a general location for the logistics operations center site. [ARTEP 63-005-MTP, Task 63-1-1011]
  - b) Designates subordinate elements' boundaries. [ARTEP 63-005-MTP, Task 63-1-1011]
  - c) Prepares a traffic circulation plan which depicts the traffic pattern for key roads in the BSA and CP areas. [ARTEP 63-005-MTP, Task 63-1-1011]
  - d) Prepares communications plan which shows wire diagrams that connect all subordinate elements and instructions for runners system until wire communications are operational. [ARTEP 63-005-MTP, Task 63-1-1011]
  - e) Prepares a hasty security plan which provides minimum requirements for all subordinate elements and the FSB CP area. [ARTEP 63-005-MTP, Task 63-1-1011]

- 11e2 The FSB S2/3 section selects tentative march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
  - a) Identifies all possible routes by conducting a map reconnaissance which includes primary and alternate locations and routes for: [ARTEP 63-005-MTP, Task 63-1-1010]
    - (1) Current and proposed logistics areas (e.g., BSA, FLE, LRPs). [CGSC Student Text 101-6, p. 1-24]
    - (2) CSS units and supply points in the BSA or other areas in the brigade rear. [CGSC Student Text 101-6, p. 1-24,]
    - (3) Critical resources (potable water, etc.) [CGSC Student Text 101-6, p. 1-24]
    - (4) MSR from DSA to BSA. [CGSC Student Text 101-6, p. 1-24]
    - (5) Supply routes from BSA to LRPs. [CGSC Student Text 101-6, p. 1-24]

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- (6) LRP. [FN-NTC CSS OCs]
  - (7) AXP. [FN-NTC CSS OCs]
  - (8) Maintenance collection points. [FN-NTC CSS OCs]
  - (9) Decontamination points. [FN-NTC CSS OCs]
  - (10) ATP. [FN-NTC CSS OCs]
  - (11) FLE locations. [AN]
  - b) Identifies possible tactical implications for all possible routes in close coordination with the brigade S2 and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
  - c) Identifies possible problem areas and road trafficability from engineer road classification overlays and brigade intelligence summaries. [ARTEP 63-005-MTP, Task 63-1-1010]
  - d) Conducts comparative analysis of all possible routes. [ARTEP 63-005-MTP, Task 63-1-1010]
  - e) Selects best possible route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
  - f) Coordinates route selection with DISCOM SPO, brigade S3, and other FSB staff sections. [ARTEP 63-005-MTP, Task 63-1-1010]
  - g) Forwards route selection to FSB S2/3 officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e3 The FSB S2/3 section selects final sites for subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
- a) Identifies specific missions for each subordinate element in the BSA. [ARTEP 63-005-MTP, Task 63-1-1011]
  - b) Identifies proposed locations of all subordinate elements and FSB headquarters. [ARTEP 63-005-MTP, Task 63-1-1011]
  - c) Posts proposed battalion headquarters and subordinate elements' positions on the SITMAP(s). [ARTEP 63-005-MTP, Task 63-1-1011]
  - d) Coordinates proposed site selections with supported brigade S3, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
  - e) Briefs proposed sites and rationale to the FSB commander or XO for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1011]
- 11e4 Route reconnaissance is conducted to confirm or refute tentative plans. [AN]
- 11e5 The FSB S2/3 section selects specific march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Consolidates all route reconnaissance party(s) data. [ARTEP 63-005-MTP, Task 63-1-1010]
  - b) Conducts comparative analysis of all data for each tentative route. [ARTEP 63-005-MTP, Task 63-1-1010]



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- c) Selects primary and secondary route(s) for each subordinate element. [ARTEP 63-005-MTP, Task 63-1-1010]
  - d) Coordinates battalion headquarters' route with headquarters and supply company commander. [ARTEP 63-005-MTP, Task 63-1-1010]
  - e) Prepares overlays using subordinate units' reconnaissance data. [ARTEP 63-005-MTP, Task 63-1-1010]
  - f) Provides reconnaissance results and route selection update to the FSB commander. [ARTEP 63-005-MTP, Task 63-1-1010]
  - g) Forwards all reconnaissance data to DISCOM, supported brigade S3, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e6 The FSB S2/3 section develops overall movement scheme for the move in coordination with the brigade S4, TF HHC commanders, and leaders of other BSA elements to resolve any support conflicts on priorities which could interfere with their movement. [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Identifies the task organization for movement with critical supplies and equipment dispersed throughout all elements. [ARTEP 63-005-MTP, Task 63-1-1010]
  - b) Assigns order of march for move by placing elements with the highest critical items in the first serial. [ARTEP 63-005-MTP, Task 63-1-1010]
  - c) Prepares road movement table(s), graphs, and overlays. (Under MOPP 4 conditions, road movement tables should be increased a minimum of three times the normal movement time.) [ARTEP 63-005-MTP, Task 63-1-1010]
  - d) Coordinates advance/quartermaster party composition and departure time with all BSA elements commanders. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e7 The FSB S2/3 section coordinates external movement support requirements. (Coordination is made with the brigade S4 and TF's HHC commanders to determine requirements.) [ARTEP 63-005-MTP, Task 63-1-1010]
- a) Coordinates additional external transportation requirements with DISCOM movement control officer (MCO). [ARTEP 63-005-MTP, Task 63-1-1010]
  - b) Coordinates route clearances with DISCOM MCO if movement is to the rear, or brigade S3 if movement is forward. [ARTEP 63-005-MTP, Task 63-1-1010]
  - c) Coordinates medical treatment and evacuation requirements and procedures with the medical company. [ARTEP 63-005-MTP, Task 63-1-1010]
  - d) Coordinates security escort, fire support, and CAS requirements with brigade S3 or DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1010]
  - e) Coordinates for MP traffic circulation control support with brigade S3. [ARTEP 63-005-MTP, Task 63-1-1010]

- f) Coordinates decontamination requirements with DISCOM SPO section and supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e8 The FSB S2/3 section plans battalion advance/quartering party activities. [ARTEP 63-005-MTP, Task 63-1-1011]
  - a) Identifies battalion advance/quartering party's personnel and equipment composition and limitations from the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
  - b) Provides advance/quartering party personnel, equipment, and vehicle limitations to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
  - c) Provides assembly area location and reporting times to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
  - d) Coordinates forward staff personnel requirements with each staff section and the XO. [ARTEP 63-005-MTP, Task 63-1-1011]
  - e) Identifies all area preparation tasks that are not included in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
- 11e9 The FSB support operations section develops support-during-movement plan to ensure continuity of DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1010]
  - a) Calculates projected logistics and HSS requirements until new operational sites are established by evaluating supported brigade's current assets. [ARTEP 63-005-MTP, Task 63-1-1010]
  - b) Coordinates anticipated requirements with the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1010]
  - c) Provides recommendations for order of movement for companies and specific shuttling priorities for CL III and V assets. [ARTEP 63-005-MTP, Task 63-1-1010]
  - d) Establishes notification procedures to alert brigade customers "when" and "what" facilities are available during movement. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e10 The FSB support operations section develops the ROM plan to support brigade operations or FSB movement; plan includes:
  - a) Number of routes of march on which to conduct ROM operations.
  - b) Number of ROM sites along each route of march.
  - c) Number of refuel points at each ROM site.
  - d) Amount of fuel (in terms of minutes of fuel flow) which will be allowed for each vehicle at each ROM site.
  - e) Estimated amount of fuel required at each ROM site.
  - f) Anticipated MP assistance at the ROM sites.
  - g) Anticipated air defense coverage required at each ROM site.
  - h) Anticipated communications requirements at each ROM site.
  - i) Anticipated maintenance and recovery requirements at each ROM site.

- 11f. The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5, Annex H]
- 11f3 Completeness. [AN]
- 11f6 Provision of sufficient time for subordinates to plan and prepare their own actions. [AN]
- 11f7 Maximum freedom of action for subordinate commanders. [AN]
- 11f8 Maximum use of overlays or graphics. [AN]
- 11f9 Use of most permissive control measures possible. [AN]
- 11f10 No unnecessary redundancies. [AN]
- 11f11 Inclusion of specific friendly information requirements. [AN]
- 11f12 Statements of DISCOM and brigade commander's intents. [AN]
- 11f13 Integration and coordination of actions. [AN]
- 11f14 Statements of essential tasks that subordinate units must accomplish. [AN]
- 11g. The FSB XO supervises the production of the FSB OPORD.
- 11g2 The FSB XO ensures that FSB OPORD is coordinated with all BSA tenant units. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11g3 The FSB XO ensures that FSB OPORD is submitted to the commander for approval or approves the FSB OPORD in the absence of the commander. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11g4 The FSB commander receives, reviews, approves, and releases the order. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11i. The FSB support operations section provides logistics planning support to the brigade S4.

- 11i1 Information pertaining to the FSB's capability to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11i2 Supply support.
  - b) Provides instructions and procedures for FSB's participation in weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Identifies all locations of all subordinate companies and their distribution points in coordination with FSB S2/3 section and subordinate companies. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11i3 Planning assistance for maintenance support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected maintenance workload by type mission of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - i) Identifies all locations of subordinate company's maintenance facilities in coordination with FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - l) Provides the brigade S4 with a projection of availability of equipment at mission execution. [AN]
- 11i4 Transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected transportation requirements based on type of operations and tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]

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- c) Identifies transportation sustainment controls in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
- d) Identifies transportation priorities in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
- f) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
- g) Develops back-haul plan for evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j. The FSB support operations section plans and coordinates for HSS for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j1 Develops medical treatment and evacuation plans with the DISCOM division medical operations center (DMOC) and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j3 Develops mass casualty procedures with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j4 Develops operating procedures and plans for stationing of evacuation aircraft with the DISCOM DMOC and the medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j5 Plans location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, brigade S4, and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k. The FSB support operations section plans and coordinates for field service support for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k1 Develops procedures for requesting field service support with the DISCOM SPO section and brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k2 Plans location(s) for GRREG collection points with the brigade S4 and the supply company. [ARTEP 63-005-MTP, Task 63-1-1013]

## OUTCOME 2 ASSESSMENT

OUTCOME 2: FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.	Adequate	Marginal	Not Adequate
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(Use Tables 1, 2, 9, and 10)

- Upon receipt of the DISCOM or brigade WARNO and/or FSB OPOD, the FSB staff issue an initial WARNO as soon as possible with as much information as is needed.
- A WARNO is developed and issued with the FSB commander's intent once he has restated the mission.
- A WARNO is developed and issued immediately after the FSB commander issues his planning guidance:
  - WARNOs provide essential details of the impending operation.
  - WARNOs detail major timeline events which accompany mission execution.
  - WARNOs clearly inform each recipient of what tasks he must do now as well as possible future tasks.
  - WARNOs contain the time and place of FSB OPOD issuance.
- FSB staff initiates parallel planning as soon as sufficient information is available from brigade.
- FSB staff issues information to subordinates as soon as it is complete enough for subordinate use.
- FSB staff establish and adhere to an efficient time plan.
- Upon receipt of additional information, the FSB develops and issues additional WARNOs.
- The brigade staff issues an FSB OPOD to key participants in accordance with TSOP and available time.
- Key participants correctly brief back their mission and the commander's intents two echelons up after the FSB OPOD is issued.

## OUTCOME 2 DIAGNOSTIC AID

**OUTCOME 2:** FSB written and verbal orders are received in no more than 1/3 of the available time and are understood by key participants and subordinates.

### Tasks Elements

2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5; FM 63-20]
- 2a. The FSB commander designates an officer (normally the FSB S2/3 or support operations officer) and the medical company commander (in the capacity as the brigade surgeon) to attend the brigade's mission analysis at the brigade TOC, unless he decides to attend personally. (This normally occurs shortly after receiving a WARNO from the brigade [predicated on the brigade's receipt of the division order] and requires coordination with the brigade S3 on when and where the mission analysis will be conducted. During brigade mission analysis the FSB representative conducts support operations mission analysis for the supported brigade. This becomes the basis for the FSB's conduct of planning in parallel with that of the brigade and the DISCOM.) [AN]
- 2d. The FSB commander and XO determine the process to brief and inform the entire battle staff on the content of the DISCOM and brigade orders in the fastest time possible. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2i. The FSB S2/3 issues the initial WARNO to the FSB units and all BSA elements. [FM 101-5 pp. 4-7 through 4-40]
- 2j. The FSB XO and S2/3 develop planning and preparation timeline for the staff. [ARTEP 63-005-MTP, Task 63-1-1001]
- 2k. As required, the FSB commander employs the military decision-making process (MDMP) in a time-constrained environment: [AN]
  - 2k1 Assembles the staff.
  - 2k2 Identifies critical information needed prior to mission analysis; for example:
    - a) Location and status of all battalion staff officers and other BSA element leaders.
    - b) Staff planning timeline.

3. **The forward support battalion commander and staff conduct mission analysis.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; FM 101-5, Chap 4]
  - 3a. The FSB XO leads the staff in conducting mission analysis.
  - 3a2 FSB mission analysis is conducted in the context of parallel planning. [FM 101-5, p. 4-11; AN]
  - 3k. The FSB XO and FSB S2/S3 perform a planning and preparation time analysis. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3k1 Calculate total time remaining before execution of upcoming operations. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3k2 Identify all steps in the command estimate process. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3k3 Assign time limitation for each step in the command estimate process (e.g., staff estimate paragraph development) so that the orders process does not exceed one-third of the total time remaining before execution. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3k4 Disseminate timeline limitations to all staff sections. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3l. The FSB XO and S2/3 finalize the planning and preparation timeline. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3q. The FSB XO and FSB staff brief the commander on mission analysis, gain approval of timeline for operations, restated mission, and receive planning guidance. [ARTEP 63-005-MTP, Task 63-1-1001]
  - 3r. If necessary, the FSB commander uses the MDMP in a time-constrained environment for mission analysis: [FM 101-5, Chap 4, p. 4-15]
    - 3r1 Conducts a mission analysis by himself. [AN]
    - 3r2 Conducts a "brainstorming" mission analysis session with the FSB staff. [AN]
4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001, FM 101-5, Chap 4; FM 63-20]



- 4a. The FSB XO ensures that the FSB WARNOs are prepared and issued in 5-paragraph format to: [FM 101-5, p. H-130]
- 4a1 Provide timeline for major events which are associated with mission execution. [FM 101-5, p. H-13]
- 4a2 Provide enough detail to focus planning by subordinate unit commanders and staff. [FN - IN School]
- 4a3 Provide essential details of the impending FSB and brigade operation. [FM 101-5, p. 4-55, H-13]
- 4a4 Provide for parallel planning with the brigade TOC. [AN]
- 4c. The FSB S2/3 issues the WARNO and: [FM 101-5 pp. 4-55, H-13]
- 4c1 Ensures that subordinate unit commanders and staff have maximum planning time. [FM 101-5, p. 4-55, H-13]
- 4c2 Ensures that all BSA units and staff members receive a copy of the WARNOs. [AN]
- 4d. The FSB commander directs the FSB S2/3 to issue WARNOs as frequently as necessary to all subordinate units, informing them of pending operations. [ARTEP 63-005-MTP, Task 63-1-1001]
- 4d1 Ensures that subordinate unit commanders and staff have maximum planning time. [FM 101-5, p. 4-55, H-13]
- 4d2 Ensures that all BSA units and staff members receive a copy of the WARNOs. [AN]
- 4f. As required, the FSB commander uses the MDMP in a time-constrained environment. Options: [FM 101-5, Chap 4, p. 4-15]
- 4f1 Personally develops the WARNO.
- 4f2 Issues the WARNO via the most expeditious means; e.g., hot loop, net call, commanders and staff huddle.
- 5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP Task 63-1-1001; FM 101-5, Chap 4]

- 5a. The FSB commander issues clear guidance that focuses the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander. [FM 101-5, p. 4-17]
- 5d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
- 5e. The FSB commander, when employing the MDMP in a time-constrained environment, issues planning guidance that: [FM 101-5, p. 4-16; FM 6-20-10, Chap 2; FN - IN School]
  - 5e1 Provides more detailed and directive guidance to shorten planning time.
  - 5e2 Adds focus to staff planning by stating options the staff should not consider.
  - 5e3 Describes restrictions on planning (e.g., timelines).
- 6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Tasks 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
- 6a. The FSB staff receives staff estimate information from the brigade S4 and/or from the FSB representative attending the supported brigade's planning sessions. [FM 63-20, Chap 3; AN]
- 6d. As required, the FSB commander employs the time-constrained MDMP by: [AN]
- 6d1 Focusing the staff on developing estimates by giving specific guidance on the information desired, e.g.:
  - a) Time constraints.
  - b) Steps/factors not to consider.
  - c) Status of critical supplies which are mission dependent:
    - (1) CL III and V in offensive operations.
    - (2) CL IV and V in defensive operations.
  - d) Status of road networks and transportation assets.
- 6d2 Directing the staff to prepare oral versus written estimates.

7. **The forward support battalion commander and staff develop course(s) of action.** [ARTEP 63-005-MTP; FM 101-5, Chap 4; FM 63-20]
- 7j. **The FSB commander, when employing the MDMP in a time-constrained environment may:** [FM 101-5, p. 4-44]
  - 7j1 Limit the number of COAs to be considered.
  - 7j2 Give the staff a specific COA or more specific guidance on how to develop COA.
  - 7j3 Develop the COA(s) alone.
  - 7j4 Remain with the staff and participate in developing the COA(s).
8. **The forward support battalion commander and staff analyze course(s) of action.** [ARTEP 63-005-MTP, Tasks 63-1-1003 and 63-1-1012; FM 8-55, Chap 3 and 4; FM 101-5, Chap 4, F-27, C-44/45; CGSC Student Text 101-5; CGSC Student Text 101-6; CALL Newsletter No. 92-5, p. 2, 5, 8, 9]
- 8n. **The FSB commander directs the war-gaming process during the MDMP in a time-constrained environment. He ensures that:** [FM 101-5, p. 4-42]
  - 8n1 All the steps of the war-gaming process are performed. [AN]
  - 8n2 There is adherence to all required war-gaming principles. [AN]
  - 8n3 As many of the staff are assembled for the war-gaming as possible, given the tactical situation. [AN]
  - 8n4 All aspects of FSB staff input and BSA capabilities/status are considered. [AN]
  - 8n5 Where possible, less time-consuming war-gaming methods are used, such as the critical points (box method). [AN]
9. **The forward support battalion staff compares courses of action.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]

- 9g. The FSB commander directs comparison of COAs during the MDMP in a time-constrained environment and: [FM 101-5, p. 4-42]
- 9g1 Uses generic COA decision/comparison matrices to save time. [AN]
- 9g2 Reduces the number of comparison criteria. [AN]
10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]
- 10d. The FSB commander provides a decision and concept of operations. [ARTEP 63-005-MTP, Task 63-1-1008]
- 10d5 The FSB commander directs the FSB XO or S2/3 to issue WARNO to subordinate elements with the following minimum information: [ARTEP 63-005-MTP, Task 63-1-1008]
- a) Mission.
  - b) Time of execution.
  - c) Earliest time of movement.
  - d) Time and location of FSB OPORD issue.
  - e) Time check.
- 10e. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chap 3 and 6]
- 10g. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
- 10i The FSB commander, using the MDMP in a time-constrained environment, announces his decision with the same precision, completeness, and clarity as in a more deliberate process. [FM 101-5, Chap 4, p. 4-44]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H; CGSC Student Text 101-6, p. 1-24/25; CALL Newsletter No. 94-2, p. II-4; CALL Newsletter No. 92-5, pp. 8, 9]

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- 11a. The FSB commander, or his designated representative, is present at the times the brigade and DISCOM OPORDs are issued. The FSB XO and staff conduct a quick mission relook of the brigade and DISCOM OPORD prior to finalizing the FSB OPORD. The brigade surgeon (medical company commander) provides any additional relevant input derived from the brigade planning process prior to departing the brigade TOC. Upon receipt of the brigade and DISCOM OPORDs, the staff will carefully review the respective orders to determine what modifications they need to make in the FSB orders development process. [AN]
- 11b. The FSB staff, under the supervision of the FSB XO, develops and issues a WARNO that includes critical information based on results of COA analysis and commander's decision. [Lessons Learned, NTC Observer Controller Comments; FM 101-5, p. 4-74]
- 11c. The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order. [FM 101-5, p. 4-35]
- 11c16 The FSB S2/3 section prepares the OPSEC plan/annex. [ARTEP 63-005-MTP, Task 63-1-1012]
  - h) Disseminates OPSEC plan to all FSB staff sections and subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1012]
- 11e. FSB XO supervises the staff to develop a movement order in the event the BSA is required to relocate in support of the brigade commander's concept. [FM 63-20, Chap 5]
- 11e1 The FSB S2/3 section formulates a tentative BSA and CP area layout plan. [ARTEP 63-005-MTP, Task 63-1-1011]
  - f) Disseminates BSA layout plan to all subordinate elements and the FSB advance/quartering party leader. [ARTEP 63-005-MTP, Task 63-1-1011]
- 11e5 The FSB S2/3 section selects specific march route(s). [ARTEP 63-005-MTP, Task 63-1-1010]
  - g) Forwards all reconnaissance data to DISCOM, supported brigade S3, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e6 The FSB S2/3 section develops overall movement scheme for the move in coordination with the brigade S4 and TF HHC commanders to resolve any support conflicts on priorities which could interfere with their movement. [ARTEP 63-005-MTP, Task 63-1-1010]

- d) Coordinates advance/quarterming party composition and departure time with all BSA elements commanders. [ARTEP 63-005-MTP, Task 63-1-1010]
- 11e8 The FSB S2/3 section plans battalion advance/quarterming party activities. [ARTEP 63-005-MTP, Task 63-1-1011]
  - a) Identifies battalion advance/quarterming party's personnel and equipment composition and limitations from the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
  - b) Provides advance/quarterming party personnel, equipment, and vehicle limitations to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
  - c) Provides assembly area location and reporting times to each subordinate unit. [ARTEP 63-005-MTP, Task 63-1-1011]
  - d) Coordinates forward staff personnel requirements with each staff section and the XO. [ARTEP 63-005-MTP, Task 63-1-1011]
  - e) Identifies all area preparation tasks that are not included in the TSOP. [ARTEP 63-005-MTP, Task 63-1-1011]
  - f) Briefs battalion advance/quarterming party leader on area preparation, vehicles, equipment, and options caused by change in METT-T. [ARTEP 63-005-MTP, Task 63-1-1011]
- 11f The FSB XO or S2/3 ensures that the FSB OPORD and movement order are characterized by: [FM 101-5 Annex H]
- 11f6 Provision of sufficient time for subordinates to plan and prepare their own actions. [AN]
- 11g The FSB XO supervises the production of the FSB OPORD.
- 11g2 The FSB XO ensures that FSB OPORD is coordinated with all BSA tenant units. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11h The FSB commander, using the MDMP in a time-constrained environment, directs the staff to utilize pre-formatted orders and graphics to reduce preparation time. [FN NTC OC input]
- 11L The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 11I2 Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]
- 12. **The forward support battalion commander and staff issue the operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]

- 12a. The FSB commander conducts the FSB OPORD briefing. [FM 101-5, p. 4-59]
- 12a1 The FSB commander personally issues the FSB OPORD, if possible, with all key individuals present, to include the senior leaders from all BSA elements. [FM 101-5, p. 4-59]
- 12a2 A briefing sequence is determined by the FSB XO and is followed. [AN]
- 12a3 As appropriate, FSB staff officers brief portions of the OPORD. [AN]
- 12a4 The FSB commander and staff issue FSB OPORD at a location critical to FSB operations, if possible, and at a location that reduces travel time and enhances OPSEC. [FM 101-5, p. 4-59]
- 12a5 The FSB commander and staff use sketch charts and graphic aids to the extent possible. [FM 101-5, p. 4-59]
- 12a6 The FSB staff and subordinate commanders and senior BSA element leaders must be alert and attentive during briefing. [FM 101-5, p. 4-59]
- 12a7 The FSB commander conducts confirmation briefings after the FSB OPORD is given. [FM 101-5, p. 4-59]
- a) Subordinates repeat back to the commander what he wants them to do and why.
  - b) The FSB commander must ensure that the FSB OPORD is understood by all to include:
    - (1) Mission. [AN]
    - (2) Specified, implied, and essential tasks. [AN]
    - (3) Commander's intent. [AN]
    - (4) Concept of operation. [AN]
    - (5) Role of all subordinates and timing to complete tasks. [AN]
    - (6) Timing of and guidance for subsequent backbriefs and rehearsals. [AN]
  - c) The FSB commander stresses troop leading procedures to be certain that the mission and his intent are understood by all personnel in the BSA.
- 12a8 After FSB OPORD backbrief, subordinate leaders and staff conduct necessary coordination before leaving orders site. [FM 101-5, p. 4-59]
- 12b. The FSB commander ensures that the OPORD is issued in about 1/3 time available for planning.

- 12b1 The FSB S2/3 section prepares appropriate number of copies of FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12b2 The FSB S2/3 section distributes FSB OPLAN/OPORD to all appropriate staff sections and organic and attached units. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12b3 FSB support operations section forwards continuity of operations plan to the support operations officer for approval or modification. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12b4 FSB support operations section forwards approved continuity of operations plan to all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12b5 All key commanders/leaders (to include all BSA elements) receive a copy of the FSB OPORD with overlay, execution matrix, and enemy SIT TEMP. [AN]
- 12c. The FSB S2/3 section distributes FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12d. The FSB support operations section describes short-term computer outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 12d1 Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12d2 Provides instructions for processing low-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12d3 Provides instructions for updating records when system is operational again. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12e. The FSB support operations section describes long-term outage measures (e.g., what manual procedures and backup automated procedures can be implemented in the event of loss of DS computer support). [ARTEP 63-005-MTP, Task 63-1-1024]
- 12e1 Provides instructions for processing requests. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12e2 Provides instructions for processing high-priority requests. [ARTEP 63-005-MTP, Task 63-1-1024]



12e3 The FSB support operations officer provides instructions for setting up manual stock records in accordance with DA Pam 710-2-2. [ARTEP 63-005-MTP, Task 63-1-1024]

12f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]

12f1 Issuing a verbal order. [FM 101-5, p. 4-59]

12f2 Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]

12f3 Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]

12f4 The FSB staff providing only minimal products to facilitate oral order. [AN]

12f5 Issuing an overlay order. [AN]

OUTCOME 3 ASSESSMENT

OUTCOME 3: Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with TSOP.	Adequate	Marginal	Not Adequate
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(Use Tables 8 and 9)

- FSB S3 section distributes copies of the FSB order to all elements who need it.
- FSB battalion XO employs the necessary staff to rapidly produce an accurate OPORD in sufficient copies by performing trained, drilled tasks and responsibilities.
- All key FSB battalion staff and subordinates are present at the OPORD issuance and are alert and attentive during briefing.
- Key participants, including higher headquarters, receive the order and all accompanying documents required IAW TSOP, including higher headquarters.

### OUTCOME 3 DIAGNOSTIC AID

**OUTCOME 3:** Sufficient hard copies of battalion orders and all key accompanying documents are provided to key personnel in accordance with TSOP.

#### Task Elements

3. **The forward support battalion commander and staff conduct mission analysis.** [ARTEP 63-005-MTP, Task 63-1-1001, 63-1-1002 and 63-1-1003; FM 101-5, Chap 4]
- 3m. **The FSB S2/3 intelligence NCO conducts IPB.** He receives initial IPB information from the brigade S2 which forms the basis of his IPB. [ARTEP 63-005-MTP, Task 63-1-1002]
- 3m7 **The FSB S2/3 section prepares final draft of the analysis of the AO.** [ARTEP 63-005-MTP, Task 63-1-1002]
  - c) Identifies distribution requirements. [ARTEP 63-005-MTP, Task 63-1-1002]
  - d) Coordinates reproduction of required copies with the S1 section. [ARTEP 63-005-MTP, Task 63-1-1002]
  - e) Distributes analysis of the AO to all FSB units and BSA elements. [ARTEP 63-005-MTP, Task 63-1-1002]
4. **The forward support battalion executive officer directs the staff in the preparation and issuance of a battalion warning order.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5, Chap 4; FM 63-20]
- 4c. **The FSB S2/3 issues the WARNO and:** [FM 101-5 pp. 4-55, H-13]
- 4c2 **Ensures that all BSA units and staff members receive a copy of the WARNOs.** [AN]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H; CGSC Student Text 101-6, p. 1-24/25; CALL Newsletter No. 94-2, p. II-4; CALL Newsletter No. 92-5, pp. 8, 9]
- 11c. **The FSB staff, under the supervision of the FSB XO, converts the war-gaming notes and commander's guidance into a written order.** [FM 101-5, p. 4-35]

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- 11c10 The FSB S2/3 section prepares the rear operations annex. [ARTEP 63-005-MTP, Task 63-1-1014]
  - e) Distributes annex to all appropriate FSB staff and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1014]
- 11c15 The FSB S2/3 section NBC NCO prepares the NBC defense annex. [ARTEP 63-005-MTP, Task 63-1-1040]
  - w) Disseminates NBC defense plan to all appropriate staff members and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1012]
- 11c18 The FSB S1 section prepares the personnel portion and annex to the FSB OPOD.
  - a) The FSB S1 section prepares the internal FSB medical support plan/annex. [ARTEP 63-005-MTP, Task 63-1-1042]
    - (10) Disseminates medical support plan to all subordinate elements in the BSA. [ARTEP 63-005-MTP, Task 63-1-1042]
- 11g. The FSB XO supervises the production of the FSB OPOD.
- 11g1 The FSB staff rapidly produces an accurate FSB OPOD in sufficient copies. [ARTEP 63-005-MTP, Task 63-1-1009]
- 11g5 The FSB S2/S3 section reproduces the FSB OPOD in sufficient copies per TSOP. [AN]
- 11I. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 11I2 Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038]
- 12. **The forward support battalion commander and staff issue the operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009 and 63-1-1024; FM 101-5, Chap 4; FM 63-20]
- 12a. The FSB commander conducts the FSB OPOD briefing. [FM 101-5, p. 4-59]
- 12a1 The FSB commander personally issues the FSB OPOD, if possible, with all key individuals present, to include the senior leaders from all BSA elements. [FM 101-5, p. 4-59]
- 12a5 The FSB commander and staff use sketch charts and graphic aids to the extent possible. [FM 101-5, p. 4-59]
- 12b. The FSB commander ensures that the OPOD is issued in about 1/3 time available for planning.

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- 12b1 The FSB S2/3 section prepares appropriate number of copies of FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12b2 The FSB S2/3 section distributes FSB OPLAN/OPORD to all appropriate staff sections and organic and attached units. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12b4 FSB support operations section forwards approved continuity of operations plan to all subordinate units. [ARTEP 63-005-MTP, Task 63-1-1024]
- 12b5 All key commanders/leaders (to include all BSA elements) receive a copy of the FSB OPORD with overlay, execution matrix, and enemy SIT TEMP. [AN]
- 12c. The FSB S2/3 section distributes FSB OPLAN/OPORD. [ARTEP 63-005-MTP, Task 63-1-1009]
- 12f. The FSB commander, when using the MDMP in a time-constrained situation, may choose to issue the FSB order by: [FM 101-5, p. 4-43]
  - 12f1 Issuing a verbal order. [FM 101-5, p. 4-59]
  - 12f2 Issuing the order concurrently with staff preparing supporting overlays, matrices, and annexes. [AN]
  - 12f3 Issuing the order on-the-ground with subordinate commanders and BSA element senior leaders. [AN]
  - 12f4 The FSB staff providing only minimal products to facilitate oral order. [AN]
  - 12f5 Issuing an overlay order. [AN]

# OUTCOME 4 ASSESSMENT

OUTCOME 4: Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.	Adequate	Marginal	Not Adequate
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- FSB maintains communications with higher, subordinate, and units conducting ongoing support to the brigade and maneuver units.
- FSB commander and staff coordinate and facilitate pushing CSS forward to sustain operations.
- FSB commander provides for rear area or BSA security, clear MSR, evacuate casualties, equipment and EPWs.
- FSB commander prepares to displace CSS base areas to support brigade operations.
- FSB supports brigade CSS planning.
- OPSEC is maintained by all elements.

## OUTCOME 4 DIAGNOSTIC AID

**OUTCOME 4:** Logistics support to the brigade, other FSB operations, and command and control continue during the planning process.

### Task Elements

1. The forward support battalion commander and staff direct and lead the forward support battalion during planning for the battle.
- 1a. The FSB commander provides command presence and leadership to soldiers, leaders, and units of the BSA. [FM 63-20, Chap 3]
- 1b. The FSB commander and XO conduct command group operations. [ARTEP 63-005-MTP, Task 63-1-1045]
- 1b1 Command group is located where it can control the FSB during the planning phase. [FM 63-20, pp. 2-4, 3-12 and 5-7 - 5-9]
- 1b2 CPs and command group move, position, and survive. [FM 63-20, App A]
- 1c. The FSB XO and S2/3 ensure that communications are maintained. [FM 63-20, Chap 4]
- 1c1 CPs establish radio communications. [FM 63-20, p. 4-15]
- 1c2 CPs establish alternate communication means. [FM 63-20, p. 5-2]
- 1c3 CPs maintain communications. [FM 63-20, Chap 4 and p. 5-2]
- 1d. The FSB staff, under the supervision of the XO, conducts actions to establish and maintain a CP. [FM 63-20, p. 3-11]
- 1d1 The FSB S2/3 ensures that CPs establish security to provide early warning. [FM 63-20, pp. 5-10 and 5-14]
- 1d2 The FSB S2/3 ensures that FSB/BSA CPs establish perimeter defense. [FM 63-20, pp. 5-11 and 5-13 - 5-14]
  - a) The FSB S2/3 ensures the establishment of an immediate reaction force. [FM 63-20, pp. 5-13]

- b) The FSB S2/3 oversees the upgrade of defensive positions, hardening of fighting positions, camouflage of equipment and facilities, construction of overhead cover, emplacement of obstacles, clearing of fields of fire, and provision of air guards. [FM 63-20, pp. 5-13 and 5-14]
- c) The FSB S2/3 and NBC noncommissioned officer (NCO) ensure establishment of NBC defense. [FM 63-20, App B]
- 1e. The FSB S2/3 integrates employment of fire support. [FM 63-20, p. 5-9]
- 1e1 Plans fires in support of FSB and BSA tenant elements. [FM 63-20, pp. 5-9 and 5-11]
- 1e2 Directs and monitors fires in support of FSB defensive operations, particularly R&S. [FM 63-20, p. 5-9]
- 1f. The FSB S2/3 and NBC NCO direct and monitor NBC operations. [FM 63-20, App B]
- 1f1 FSB NBC operations. [ARTEP 63-005-MTP, Task 63-1-1040]
- 1f2 CPs' reaction to a chemical attack. [ARTEP 63-005-MTP, Task 63-2-R334]
- 1f3 CPs' crossing of contaminated areas as required. [ARTEP 63-005-MTP, Task 63-2-1005/R226]
- 1f4 CPs' performance of hasty decontamination as required. [ARTEP 63-005-MTP, Task 63-1-1018]
- 1g. The FSB S2/3 ensures that CPs react to indirect fire per the TSOP. [FM 63-20, p. 5-9]
- 1h. The FSB S2/3 directs and monitors BSA air defense operations. [FM 63-20, p. 5-10; ARTEP 63-005-MTP, Task 63-1-1014]
- 1h1 All CPs take passive air defense measures through the practice of OPSEC, to include camouflage of equipment and facilities and dispersion.
- 1h2 All CPs defend against air attack per TSOP and through the employment of brigade air defense elements assigned to provide air defense coverage to the BSA. [ARTEP 63-005-MTP, Task 63-2-R308]
- 1i. The FSB staff directs the accomplishment of CSS operations. [FM 63-20, p. 2-2]



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- 1i1 The FSB support operations officer directs and monitors FSB CSS operations. [FM 63-20, p. 2-2]
- a) The FSB Company A conducts supply operations for the field trains (LOGPACs) and combat trains. [FM 63-20, p. 5-7]
- b) All FSB companies perform periodic maintenance services and the FSB Company B performs DS maintenance service for all customers. [FM 63-20, p. 6-6 and Chap 8]
- c) The FSB Company B performs periodic maintenance collection point (MCP) activities. [FM 63-20, p. 6-6 and Chap 8]
- d) The FSB companies perform recovery, repair, and return of non-mission capable (NMC) equipment. [FM 63-20, p. 8-5]
- e) The FSB Company C performs preventative health activities. [FM 63-20, p. 9-4]
- f) The FSB Company C performs treatment, evacuation, and reporting of all casualties. [FM 63-20, Chap 9]
- g) The FSB supports BSA medical activities and provides DS HSS for all customers. [FM 63-20, p. 6-7 and Chap 9]
- h) The FSB S2/3 NBC non-commissioned officer (NCO) ensures that supplies are protected from NBC contamination. [FM 63-20, p. 6-5 and App B]
- i) The FSB performs GRREG services. [FM 63-20, pp. 6-3 and 6-7]
- 1i2 The FSB S1 and S4 ensure that FSB companies conduct CSS operations in support of the FSB. [FM 63-20, p. 2-2]
- a) Treat, evacuate, and report FSB casualties. [FM 63-20, p. 6-7 and Chap 9]
- b) Perform maintenance on FSB CPs' vehicles and equipment. [FM 63-20, p. 6-7]
- c) Conduct resupply operations. [FM 63-20, P. 6-7]
- 1j. The FSB S2/3 ensures that the BSA maintains OPSEC. [FM 63-20, p. 4-25 and 5-13]
- 1j1 Conducts OPSEC activities associated with the FSB/BSA C2 operations. [FM 63-20, Chap 5 and 6]
- 1j2 Directs and monitors FSB/BSA OPSEC. [FM 63-20, Chap 5 and 6]
- 1j3 Directs and leads FSB/BSA R&S operations. [FM 63-20, Chap 5 and 6]
- 1k. FSB staff coordinates for rear operations.
- 1k1 The FSB S2/3 section coordinates rear operations for FSB elements in other areas of responsibility. [ARTEP 63-005-MTP, Task 63-1-1014]

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- 1k2 Coordinates FSB subordinate element's responsibilities when in the maneuver battalion's area. [ARTEP 63-005-MTP, Task 63-1-1014]
- 1k3 Establishes rear operations policies, procedures, and reports for FSB units outside the BSA. [ARTEP 63-005-MTP, Task 63-1-1014]
- 2. **The forward support battalion receives an order initiating a new mission from higher headquarters.** [ARTEP 63-005-MTP, Task 63-1-1001; FM 101-5; FM 63-20]
- 2g. The FSB support operations officer provides input for development of the brigade and DISCOM OPORDs. [STP 21-II-MQS, 01-9007.01-0250, 03-9001.12-0003; ARTEP 63-005-MTP, Task 63-1-1001]
- 2h. The FSB S2/3 provides an information briefing to the brigade rear CP and the DISCOM SPO section, which includes: [FM 63-20, Chap 3] Estimated deployment time. [AN] Current status of assets and task organization [ARTEP 63-005-MTP, Task 63-1-1001]
- 5. **The forward support battalion commander issues initial planning guidance.** [ARTEP 63-005-MTP Task 63-1-1001; FM 101-5, Chap 4]
- 5d. The FSB representative, at the brigade COA development and war-gaming, utilizes information based on COA refinement and decisions of the FSB battalion commander.
- 6. **The forward support battalion commander and staff prepare staff estimates.** [ARTEP 63-005-MTP, Tasks 63-1-1001, 63-1-1004, 63-1-1005, 63-1-1006, 63-1-1007 and 63-1-1008; FM 101-5, Chap 4]
- 6c. Each FSB staff member prepares an estimate for his area of responsibility. [AN]
- 6c6 The FSB support operations section prepares paragraphs 1 and 2 of the support operations estimate. [ARTEP 63-005-MTP, Task 63-1-1007]
  - c) The FSB support operations officer coordinates support planning with supported elements (Bde S4, TFs' HHC commanders, and representatives of other supported units located in the BSA). [STP 21-II-MQS; 03-9001.13-0001; ARTEP 63-005-MTP, Task 63-1-1001]

10. **The forward support battalion commander announces decision.** [ARTEP 63-005-MTP Task 63-1-1008; FM 101-5, Chap 4]
- 10e. The FSB support operations officer provides information relative to the brigade order and annexes to the brigade S1 and S4 for inclusion in the brigade order and annexes. [FM 63-20, Chaps 3 and 6]
- 10f. The FSB XO forwards staff reports concerning limitations and constraints on the support mission and the protection of bases in the BSA to the brigade S3 and DISCOM SPO sections. [ARTEP 63-005-MTP, Task 63-1-1011]
- 10g. The FSB XO forwards approved site selections to DISCOM SPO, brigade main CP, FSB staff, and subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1011]
11. **The forward support battalion staff prepares an operations order.** [ARTEP 63-005-MTP, Tasks 63-1-1009, 63-1-1012, 63-1-1013, 63-1-1014, 63-1-1024, 63-1-1040, 63-1-1042, 63-1-1051 and 63-1-R326; FM 101-5, Chap 4, Annex H; CGSC Student Text 101-6, p. 1-24/25; CALL Newsletter No. 94-2, p. II-4; CALL Newsletter No. 92-5, pp. 8, 9]
- 11i. The FSB support operations section provides logistics planning support to the brigade S4.
- 11i1 Information pertaining to the FSB's capability to provide DS logistical support to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - a) Identifies division support priorities and sustainment controls for supplies, field services, maintenance, transportation, and HSS assets. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Provides current capabilities and limitations of the FSB logistics and HSS systems. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides current status of all deadlined tube-launched, optically tracked, wire-guided missiles (TOWs); dragons; automatic weapon systems; and key items of equipment and vehicles. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides projection on availability of all deadlined TOWs, dragons, automatic weapon systems, and key items of equipment and vehicles. [AN]
  - e) Provides contact team availability for current on-site repairs. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides known division-level logistics and HSS shortfalls and solutions. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11i2 Supply support.

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- a) Provides instructions for request, storage, and distribution of supplies in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Provides instructions and procedures for FSB's participation in weapon replacement system. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides instructions and procedures for airdrop and sling load resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides instructions and procedures for night and reduced visibility resupply operations. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Identifies all locations of all subordinate companies and their distribution points in coordination with FSB S2/3 section and subordinate companies. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Identifies all DS units that provide supplies to the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Identifies staff coordination channels for additional supply requirements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 1113 Planning assistance for maintenance support to the brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Provides information about maintenance capabilities. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected maintenance workload by type mission of the supported brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Provides instructions for request, recovery, evacuation, repair, and return of items for wheeled and track, aviation, missile, and other commodity maintenance operations in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Provides policies and procedures for maintenance sustainment management systems in coordination with DMMC and DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides instructions for request, storage, and distribution of repair parts within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Provides instructions and procedures for night and reduced visibility maintenance operations. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Provides instructions and procedures for maintenance participation in the weapons replacement systems. [ARTEP 63-005-MTP, Task 63-1-1013]
  - h) Designates all subordinate units that provide maintenance support within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - i) Identifies all locations of subordinate company's maintenance facilities in coordination with FSB S2/3 section. [ARTEP 63-005-MTP, Task 63-1-1013]
  - j) Establishes transportation procedures for maintenance or repair parts support with the DISCOM SPO section. [ARTEP 63-005-MTP, Task 63-1-1013]

- k) Provides operational procedures for the maintenance support teams (MST) operating in the forward areas. [ARTEP 63-005-MTP, Task 63-1-1013]
  - l) Provides the brigade S4 with a projection of availability of equipment at mission execution. [AN]
- 11i4 Transportation support. [ARTEP 63-005-MTP, Task 63-1-1013]
- a) Identifies all transportation assets within the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - b) Calculates total projected transportation requirements based on type of operations and tentative location of BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
  - c) Identifies transportation sustainment controls in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - d) Identifies transportation priorities in coordination with DISCOM MCO. [ARTEP 63-005-MTP, Task 63-1-1013]
  - e) Provides instructions for request of surface transportation and airlift resupply. [ARTEP 63-005-MTP, Task 63-1-1013]
  - f) Identifies all subordinate units that provide transportation support and the type they provide. [ARTEP 63-005-MTP, Task 63-1-1013]
  - g) Develops back-haul plan for evacuation of equipment and supplies from the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j. The FSB support operations section plans and coordinates for HSS for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j1 Develops medical treatment and evacuation plans with the DISCOM division medical operations center (DMOC) and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j2 Develops flow of "return to duty" personnel with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j3 Develops mass casualty procedures with the DISCOM DMOC and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j4 Develops operating procedures and plans for stationing of evacuation aircraft with the DISCOM DMOC and the medical company. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11j5 Plans location(s) of all health service facilities in the DSA and BSA with the DISCOM DMOC, brigade S4, and brigade surgeon. [ARTEP 63-005-MTP, Task 63-1-1013]

- 11j6 Develops patient decontamination plan with the DISCOM DMOC, medical company, and supporting decontamination elements. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k. The FSB support operations section plans and coordinates for field service support for the brigade. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k1 Develops procedures for requesting field service support with the DISCOM SPO section and brigade S4. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k2 Plans location(s) for GRREG collection points with the brigade S4 and the supply company. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11k3 Provides instructions for evacuation of remains to collection point(s) in the BSA. [ARTEP 63-005-MTP, Task 63-1-1013]
- 11l. The FSB S2/3 section plans an OPSEC program for current operations. [ARTEP 63-005-MTP, Task 63-1-1038]
- 1111 Identifies established policies and procedures by reviewing TSOP. [ARTEP 63-005-MTP, Task 63-1-1038]
  - a) Lists enemy intelligence collection capabilities by extracting information from the division and brigade OPSEC estimates or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
  - b) Lists EEFI from the brigade OPSEC estimate or annex. [ARTEP 63-005-MTP, Task 63-1-1038]
  - c) Lists indicators which affect or may compromise the EEFI. [ARTEP 63-005-MTP, Task 63-1-1038]
  - d) Lists all countermeasure requirements by reviewing the brigade OPSEC estimate or annex and the FSB operations profile. [ARTEP 63-005-MTP, Task 63-1-1038]
  - e) Prepares the BSA OPSEC plan. The OPSEC plan implements CP policies and procedures to overcome or neutralize the enemy's collection threat in the areas of communications, intelligence, logistics, and administrative actions. [ARTEP 63-005-MTP, Task 63-1-1038]
- 1112 Disseminates OPSEC plan to all subordinate elements. [ARTEP 63-005-MTP, Task 63-1-1038].

## PROGRAM REVIEW MEASURES OF EFFECTIVENESS

The following tables are directed at capturing the FSB's ability to plan for both internal and supported brigade combat operations. Table 1 records the time taken by the FSB to complete the planning phase. Table 2 further examines the timeliness with which WARNOs and the FSB OPORD were received by subordinate units. This table also permits the examination of whether the information required by receiving units was disseminated. Table 3 examines the ability of the FSB commander and staff to conduct the planning process. Table 4 assesses the quality of the estimates developed for COA analyses. Table 5 looks at whether or not the information from brigade which "drives" FSB planning was extracted for planning purposes. Table 6 examines the tactical soundness of the FSB planning. Table 7 reviews whether the FSB integrated and coordinated FSB functions to support the brigade. Table 8 addresses whether or not the FSB rehearsal coordinated and integrated combat service support for all supported brigade operations. Table 9 assesses the doctrinal adequacy of the FSB OPORD. Table 10 reviews the quality of the FSB OPORD briefing. Table 11 assesses the conduct of confirmation briefings.

**Table 1. FSB receipt of orders.**

This table establishes the timeline for the FSB to plan, develop, and issue its OPORD. Indicate the dates and times the following occurred.

Date/Time FSB Battalion received the initial WARNO from: <ul style="list-style-type: none"> <li>• DISCOM (when appropriate)</li> <li>• Brigade</li> </ul>	Date: _____ Time: _____  Date: _____ Time: _____  Date: _____ Time: _____  Date: _____ Time: _____
Date/Time FSB received brigade initial WARNO.	Date: _____ Time: _____
Date/Time brigade designated for Start of Mission.	Date: _____ Time: _____
Date/Time FSB issued initial WARNO.	Date: _____ Time: _____
Date/Time brigade issued OPORD and CSS Annex.	Date: _____ Time: _____
Date/Time FSB issued FSB OPORD.	Date: _____ Time: _____
Date/Time FSB confirmation briefing was completed.	Date: _____ Time: _____



**Table 2. Time orders were received by FSB units.**

Once orders and additional information are received at battalion headquarters, the subordinate leaders should be informed of relevant information to conduct troop leading procedures (TLP). Indicate the date and time the following units *received* orders from the FSB headquarters (HQ) and whether or not the information needed for planning and other TLP was provided.

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	FSB OPORD
FSB supply Company (Co)	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
FSB maintenance Co	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
FSB medical Co	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Smoke platoon	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____

Table 2. (Continued)

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	FSB OPORD
Decontamination platoon	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Military police platoon	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Military intelligence Co	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Engineer battalion field trains	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Field artillery field trains	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____

Table 2. (Continued)

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	FSB OPORD
Maneuver Bn TF field trains	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Maneuver Bn TF field trains	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Maneuver Bn TF field trains	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Signal team	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Battalion maintenance technician	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____

Table 2. (Continued)

Receiving Unit (As Appropriate)	WARNO #1	WARNO #2	WARNO #3	Other WARNOs	FSB OPORD
FSB headquarters and headquarters company	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Base cluster operations center (BCOC)	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____
Other subordinate leaders as required	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	Date _____ Time _____ Critical information provided? Yes No	# _____ Date _____ Time _____	Date _____ Time _____

Notes:

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**Table 3. The FSB commander and staff planning process.**

This table is designed to capture aspects of the FSB commander's leadership during mission preparation. Process statements are used to describe an aspect of the planning process. A numerical scale is included to identify the degree of proficiency to which the process was accomplished. Circling "1" on the scale means the task was not accomplished. ("2" and "3" are provided to differentiate between extremes.) Circling "2" means the task was poorly accomplished; "3" indicates the task was accomplished but requires training. Circling "4" means the task was performed IAW doctrine. The paragraphs under the process statements are "anchors" to guide the assessor when determining whether the process statements were accomplished. The "anchors" are not meant to be all inclusive.

**1. Upon receipt of a higher headquarters order, the FSB commander and staff immediately began processing and disseminating the information. (Use Tables 1 and 2)**

The commander or staff did not provide relevant information or get the order to subordinates in time to allow the maximum time for subordinates' parallel planning.	1	2	3	4	The commander and staff instituted appropriate staff procedures (e.g., established timelines for time management), immediately disseminated pertinent information to subordinates, and immediately began planning in parallel with the supported brigade.
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**2. The FSB commander and staff completed the mission analysis. (Use Table 5)**

Mission analysis resulted in an incomplete or inaccurate depiction of such information as: enemy capabilities, possible enemy COAs, friendly capabilities, FSB capabilities, an unclear or doctrinally incorrect restated mission, and identification of required types of support, priorities, and locations.	1	2	3	4	Mission analysis resulted in a complete and accurate depiction of enemy capabilities and possible courses of action (COAs), friendly situation, and requirements.
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**3. The FSB commander issued planning focus and guidance to the staff.**

The FSB commander provided incomplete or unclear guidance, and did not focus his staff so that the use of planning time could be optimized.	1	2	3	4	The FSB commander focused his staff (e.g., provided clear guidance for COA development) so that efficient use was made of the planning time available.
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**Table 3. (Continued)**

4. The FSB commander, XO, and staff managed the use of available time. (Use Table 1)				
The commander and staff did not establish, refine, or adhere to their own time plan reducing the planning time for FSB elements (e.g., 1/3, 2/3rds "standard").	1	2	3	4
				The commander and staff established, refined, and adhered to their time plan thereby maximizing planning time available to all FSB elements.
5. The FSB commander issued his intent for the mission.				
The FSB commander's intent statement did not reflect the supported brigade or DISCOM commander's intents, or it did not provide subordinates with an overview of the brigade and FSB mission, or allow subordinate initiative. FSB commander's intent was poorly expressed (e.g., unclear, verbose, incomplete, or imprecise).	1	2	3	4
				The FSB commander issued his intent which reflected the supported brigade commander's and DISCOM commander's intents. He provided subordinates with an adequate overview of the brigade and FSB mission, and provided for subordinate initiative. The FSB commander's intent was succinctly, precisely, concisely, clearly, and completely expressed.
6. The FSB commander and staff developed courses of action (COA). (Use Table 4.)				
The COA developed were not distinct, complete, suitable, feasible, or acceptable. The FSB commander or staff failed to consider security for rear area (CSS, BCOC, BSA) elements, BSA layout, or area damage control.	1	2	3	4
				The commander and staff developed distinct, suitable, feasible, and acceptable COA. The commander and staff integrated and coordinated area damage control, and security for CSS activities and rear area elements.
7. The FSB commander and staff analyzed (war-game) CSS COA for the supported brigade. (Use Table 8)				
The commander or staff failed to synchronize activities, remain objective, accurately assess suitability, feasibility, acceptability, or identify critical events and problems while war-gaming CSS COA for the supported brigade.	1	2	3	4
				The commander and staff accurately assessed advantages and disadvantages, identified all critical events, and problems for each COA war-gamed and provided the resources for the supported brigade.

Table 3. (Continued)

8. The FSB staff compared courses of action.				
COA were not compared due to premature selection, or the COA selected was not the most suitable, feasible, or acceptable. An unsound recommendation was made to the FSB commander.	1	2	3	4
				COA were thoroughly compared; and the most suitable, feasible, and acceptable COA was identified and recommended to the FSB commander.
9. The FSB commander announced his decision.				
The FSB battalion commander issued an unclear intent statement or concept of operation. The battalion commander's intent for support did not support the brigade's mission. The FSB commander failed to state how support to the brigade was to be provided.	1	2	3	4
				The commander decided upon a suitable, feasible, and acceptable COA. The commander clearly and succinctly expressed his decision and how the battalion would support the brigade. The intent supported the brigade's mission.
10. The battalion XO and staff developed the FSB OPORD. (Use Tables 5, 6, 7, and 8)				
The FSB OPORD was not clear or concise. It did not have all the necessary overlays, annexes, and templates. The staff failed to provide accurate and relevant information from their estimates.	1	2	3	4
				The S3 and staff worked together and developed a complete, concise, and timely FSB OPORD.

**Table 4. Quality of the estimates required for COA.**

This table examines the quality of each estimate required to produce a suitable, feasible, and acceptable COA and subsequent commander's decision. "Forward Looking" means the estimate anticipated future situations and requirements. "Continuously Updated" means the estimate contained all the current information needed and that it was updated as information changed. "Complete" means that all the information required was included in the estimate. "Timely" means that the estimate was completed in time to be of use. "Relevant" means that all the information in the estimate pertained to the actual situation. "Useable for COA analysis" means that all the available information incorporated into the estimate was accurate, concise, and appropriately addressed the needs of the situation. There is space to record notes following the table.

CSS Estimates Required to Support the Brigade	Forward Looking?	Continuously Updated?	Complete?	Timely?	Relevant?	Useable for COA Analysis?
Commander's estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Support operations estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Supporting commander's operations estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• BSA defense	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• Fire Support (FS)	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• NBC	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• Engineer support	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• OPSEC	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
• Security	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Intelligence estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Logistics estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Personnel estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No
Command, control, & communications estimate	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No

Notes:



**Table 5. Integration of information from brigade which "drives" forward support planning at battalion.**

The following table is designed to capture the support requirements for the brigade which is based on information provided by the brigade and DISCOM. The FSB commander and staff must examine the information provided to plan adequate support for the brigade. Circle whether or not the FSB commander and staff obtained and correctly used information to plan support for the brigade.

BRIGADE INFORMATION	FORWARD SUPORT BATTALION REQUIREMENTS TO SUPPORT THE BRIGADE					
	Man	Supply		Maintenance & Class IX	Transportation	Sustainment (Field Services)
Task organization	Yes	No	Yes	No	Yes	No
Brigade reserve & location	Yes	No	Yes	No	Yes	No
Brigade main effort	Yes	No	Yes	No	Yes	No
Brigade battle phases	Yes	No	Yes	No	Yes	No
Brigade branches & sequels	Yes	No	Yes	No	Yes	No
Planned FS		No	Yes		Yes	
Brigade barrier requirements		No	Yes		Yes	
MSR, ASR					Yes	
Class III		No	Yes	No	Yes	
Class V		No	Yes	No	Yes	
Casualty projections	Yes	No			Yes	
Priorities (other than reflected above)	Yes	No	Yes	No	Yes	No

**Table 6. Tactical soundness of the FSB plan.**

This table addresses the quality of CSS planning and not the FSB's OPORD. A "suitable" plan is capable of supporting the brigade mission within the division, DISCOM, and brigade commander's intents. "Feasible" refers to whether the CSS elements have sufficient means, resources, and time available to accomplish their missions. An "acceptable" plan subjects the force, or part of the force, to no more risk than is necessary to meet the supported brigade, DISCOM, and division commander's intents. Indicate whether the plan satisfied these criteria in order to support the brigade as a whole and each of the brigade's subordinate units.

PLANNED SUPPORT BY THE FSB			
Considerations	Suitable?	Feasible?	Acceptable?
Maneuver e.g.,:			
• Main effort			
• Branches and sequels			
• Anticipated increase in maneuver activities and timing thereof	Yes      No	Yes      No	Yes      No
Fire Support e.g.,:			
• Ammunition			
• Controlled Supply Rate (CSR)	Yes      No	Yes      No	Yes      No
• Required Supply Rate (RSR) w/ CSR			
Intelligence Collection & Acquisition			
• Rear information requirements	Yes      No	Yes      No	Yes      No
Mobility & Survivability e.g.,:			
• Class IV and V	Yes      No	Yes      No	Yes      No
• Barrier materials ( Class IV & V)			
• Class IV survivability materials			

**Table 6. (Continued)**

[illegible]

**Table 7. Coordination and integration of FSB functions to support the brigade.**

This table addresses the coordination and integration of FSB functions planned to support all the brigade missions. Indicate whether the FSB integrated and coordinated the means to support the brigade operations. "Integrated" and "coordinated" mean that the elements of FSB support were deconflicted vertically and horizontally to ensure that they will be brought together in a harmonious order or relationship during mission execution. CSS requirements for the brigade are met by operation type, not by battle phase (plan, prepare, and execute); hence, this table is organized by operation type.

FSB OPERATIONS	SUPPORTED BRIGADE OPERATIONS			
	Offensive Operations	Defensive Operations	Retrograde Operations	Reconstitution/ Reorganization Operations
Medical				
• Priorities	Yes	No	Yes	No
• Critical events				
• Critical times				
Supply				
• Priorities	Yes	No	Yes	No
• Critical events				
• Critical times				
Maintenance & Class IX				
• Priorities	Yes	No	Yes	No
• Critical events				
• Critical times				
Transportation				
• Priorities	Yes	No	Yes	No
• Critical events				
• Critical times				
Field Services				
• Priorities	Yes	No	Yes	No
• Critical events				
• Critical times				

**Table 8. Integration and coordination of combat, combat support, and combat service support.**

Intent of this table is to record the FSB commander's and staff's use of the planning process to integrate and coordinate the elements of combat power represented by combat, combat support, and combat service support capabilities available to the FSB. "Integrate and coordinate" mean that the activities of the available elements of combat power were effectively planned for so that each can be brought to bear on the battle at the appropriate times. The results of integration and coordination will be that the elements of combat power are available to influence mission accomplishment as envisioned by the FSB commander. The commander's and staff's actions during the planning phase must cause the elements of combat power to be deconflicted vertically, horizontally, and within the BOS to ensure that they can be brought together in a harmonious order or relationship during the battle. (Subsequent to this integration and coordination, the brigade commander will synchronize the capabilities of all of the elements of the brigade combat team.) Circle the response appropriate for the integration and coordination for each element of combat power. For those elements of combat power listed in the table but not available to the FSB, the observer should circle "N/A".

Considerations	Integrated and Coordinated?
<b>Intelligence, e.g.:</b> <ul style="list-style-type: none"> <li>• Observation Posts (Ops)/Listening Posts (LPs) (BSA elements, bases/base clusters)</li> <li>• MP platoon (as part of other responsibilities)</li> <li>• Acquisition of information from BSA elements (TFs, field trains, FA Bn Administration and Logistics Operation Center (ALOC), etc.)</li> </ul>	<p>Yes                      No</p> <p>                                 N/A</p>
<b>Fire Support, e.g.:</b> <ul style="list-style-type: none"> <li>• Fire plan (expertise to plan from FA Bn ALOC)</li> <li>• Observers</li> <li>• Communications for observers</li> </ul>	<p>Yes                      No</p> <p>                                 N/A</p>
<b>Command and Control, e.g.:</b> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Organization of BSA</li> <li>• Future BSA sites</li> <li>• TCF</li> <li>• Response force</li> </ul>	<p>Yes                      No</p> <p>                                 N/A</p>

Table 8. (Continued)

Considerations	Integrated and Coordinated?
<p>Maneuver, e.g.:</p> <ul style="list-style-type: none"> <li>• Rear area combat operations (RACO)</li> <li>• Plan for defense of BSA</li> <li>• Response force</li> <li>• TCF</li> <li>• ADC</li> <li>• Security for FLE and CSS activities</li> <li>• Local security (BSA elements, bases/base clusters)</li> </ul>	<p>Yes</p> <p>N/A</p> <p>No</p>
<p>Mobility and Survivability, e.g.:</p> <ul style="list-style-type: none"> <li>• Obstacles for BSA defense</li> <li>• Maintenance of routes</li> <li>• Survivability positions for BSA and CSS activities</li> <li>• Decontamination sites</li> </ul>	<p>Yes</p> <p>N/A</p> <p>No</p>
<p>Air Defense Artillery (ADA), e.g.:</p> <ul style="list-style-type: none"> <li>• Small arms for air defense (SAFAD)</li> <li>• ADA for BSA and CSS activities</li> </ul>	<p>Yes</p> <p>N/A</p> <p>No</p>
<p>Combat Service Support, e.g.:</p> <ul style="list-style-type: none"> <li>• ATPs</li> <li>• HET transfer points</li> <li>• ROM operations</li> <li>• Emergency resupply packages</li> <li>• Weapons system replacement operations (WSRO)</li> <li>• EPW operations in BSA</li> <li>• Locations of supply drop-off points, stock piles, and caches</li> <li>• Corps through-put</li> </ul>	<p>Yes</p> <p>N/A</p> <p>No</p>

**Table 9. Quality of the FSB OPORD.**

The FSB OPORD should be complete with all the necessary components and component elements. Decide whether or not the FSB OPORD had all the components ("Included"), whether the components were complete ("Complete"), whether the information provided was accurate, clear, and concise. "Clear" means use of only doctrinal terms and abbreviations as listed in FM 101-5-1. "Concise" means use of the most effective, efficient formats to convey information that indicates actions to be taken; often this means using overlays and other graphics to convey information which would otherwise require lengthy written documents. Circle the appropriate responses.

FSB OPORD Contents	Included?	Complete?	Accurate information?	Clear?	Concise?
Administrative Information	Yes	No	Yes	No	No
• Classification	Yes	No	Yes	No	No
• Heading	Yes	No	Yes	No	No
• Acknowledgment	Yes	No	Yes	No	No
• Authentication	Yes	No	Yes	No	No
• Distribution	Yes	No	Yes	No	No
Situation	Yes	No	Yes	No	No
• Enemy forces	Yes	No	Yes	No	No
• Friendly forces	Yes	No	Yes	No	No
• Attachments & detachments	Yes	No	Yes	No	No
Mission	Yes	No	Yes	No	No
Execution	Yes	No	Yes	No	No
• Intent	Yes	No	Yes	No	No
• FSB concept of operations	Yes	No	Yes	No	No
• Tasks to reaction force, TCF	Yes	No	Yes	No	No
• Tasks to subordinate units	Yes	No	Yes	No	No
• Coordinating instructions	Yes	No	Yes	No	No

Table 9. (Continued)

FSB OPORD Contents	Included?	Complete?	Accurate information?	Clear?	Concise?
Service Support	Yes	Yes	Yes	Yes	Yes
• Material And Services	Yes	Yes	Yes	Yes	Yes
• Supply	Yes	Yes	Yes	Yes	Yes
• Transportation	Yes	Yes	Yes	Yes	Yes
• Services	Yes	Yes	Yes	Yes	Yes
• Maintenance	Yes	Yes	Yes	Yes	Yes
• Medical Evacuation & Hospitalization	Yes	Yes	Yes	Yes	Yes
• Personnel	Yes	Yes	Yes	Yes	Yes
• Miscellaneous	Yes	Yes	Yes	Yes	Yes
Command & Signal	Yes	Yes	Yes	Yes	Yes
Task Organization Annex	Yes	Yes	Yes	Yes	Yes
Intelligence Annex	Yes	Yes	Yes	Yes	Yes
Brigade Operations Overlay	Yes	Yes	Yes	Yes	Yes
Direct & Indirect Fire Annex	Yes	Yes	Yes	Yes	Yes
Mobility & Survivability Annex	Yes	Yes	Yes	Yes	Yes
Air Defense Annex	Yes	Yes	Yes	Yes	Yes
Command, Control & Communications Annex	Yes	Yes	Yes	Yes	Yes
Rear Operations Annex	Yes	Yes	Yes	Yes	Yes
Logistics Annex (Internal)	Yes	Yes	Yes	Yes	Yes
Response Force Annex	Yes	Yes	Yes	Yes	Yes
CAS Annex	Yes	Yes	Yes	Yes	Yes
Area Damage Control Annex	Yes	Yes	Yes	Yes	Yes
NBC Defense	Yes	Yes	Yes	Yes	Yes
OPSEC Annex	Yes	Yes	Yes	Yes	Yes
Support Operations Annex	Yes	Yes	Yes	Yes	Yes
Personnel Annex	Yes	Yes	Yes	Yes	Yes



**Table 10. FSB OPORD briefing.**

This table examines the quality of the FSB OPORD briefing conducted by the FSB commander and staff. "Yes" means the particular aspect of the briefing was accomplished in accordance with doctrine and "No" means either the task was not done, or requires training.

1. When possible the FSB commander personally issued the FSB OPORD.	Yes	No
2. All key individuals were present.	Yes	No
3. The briefing was organized to follow the written FSB OPORD format.	Yes	No
4. FSB commander minimized distractions.	Yes	No
5. All personnel present were alert and listening.	Yes	No
6. FSB commander's presentation was clear and concise.	Yes	No
7. Sketch maps were used to convey the plan.	Yes	No
8. Participants were encouraged to ask questions when necessary.	Yes	No
9. The staff contributed as required and furnished information.	Yes	No
10. When possible, the site selected for the briefing minimized travel time for key leaders.	Yes	No
11. The site selected was secured and relatively safe.	Yes	No
12. Engineer units available in the BSA were briefed by FSB S3.	Yes	No
13. FSB S3 ensured all key commanders/leaders received a copy of the FSB OPORD with all attachments and overlays.	Yes	No
14. Subordinate leaders and staff members were provided time, location, and guidance for subsequent briefbacks and rehearsals.	Yes	No

**Notes:**

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**Table 11. Confirmation briefings.**

Enter a check mark in the first two columns to indicate whether the following commanders and leaders were present at the FSB OPORD briefing, whether a briefing was given, and the demonstrated mission and task understanding. Elaborate on the quality of understanding under the appropriate column.

Leader	Present at the FSB OPORD briefing?		Gave backbrief?	Leader's understanding of mission and tasks:
FSB XO	Yes	No		Adequate
FSB Support Operations Officer	Yes	No		Not Adequate:
FSB S2/S3	Yes	No		Adequate
FSB S1/4	Yes	No		Not Adequate:
FSB Supply Co	Yes	No	Yes No	Adequate
FSB Maintenance Co	Yes	No	Yes No	Not Adequate:
FSB Medical Co	Yes	No	Yes No	Adequate
Military Police Platoon (if appropriate)	Yes	No	Yes No	Not Adequate:

Table 11. (Continued)

Leader	Present at the FSB OPORD briefing?	Gave backbrief?	Leader's understanding of mission and tasks:
Engineer Bn Field Trains HHC Cdr	Yes No	Yes No	Adequate Not Adequate:
Field Artillery Field Trains HHC Cdr	Yes No	Yes No	Adequate Not Adequate:
Maneuver Bn TF Field Trains HHC Cdr	Yes No	Yes No	Adequate Not Adequate:
Maneuver Bn TF Field Trains HHC Cdr	Yes No	Yes No	Adequate Not Adequate:
Maneuver Bn TF Field Trains HHC Cdr	Yes No	Yes No	Adequate Not Adequate:
Others as designated _____	Yes No	Yes No	Adequate Not Adequate:
Others as designated _____	Yes No	Yes No	Adequate Not Adequate:

## **REFERENCES**

### **Field Manuals (FMs)**

- 6-20-10      TTP for The Targeting Process, 9 February 1995
- 6-20-50      Fire Support for Brigade Operations (Light), January 1990
- 8-55          Planning for Health Service Support, September 1994
- 63-20        Forward Support Battalion, January 1990
- 101-5        Command and Control for Commanders and Staff, "Final Draft," August 1993
- 101-10-1    Staff Officers Field Manual-Organizational, Technical, and Logistical Data (Volume 1),  
October 1987

### **Army Training and Evaluation Programs (ARTEPs)**

- 63-005-MTP\*      Mission Training Plan, Battalion Headquarters, Forward Support Battalion,  
Heavy and Motorized Battalions, October 1988

\* Actual source was the draft MTP being designed by CASCOM to replace this MTP.

### **Soldier Training Publications (STPs)**

- 21-II-MQS      Military Qualification Standards II Manual of Common Tasks for  
Lieutenants and Captains, January 1991

### **Center for Army Lessons Learned (CALL) Publications**

CALL Newsletter No. 92-5: Logistics Preparation of the Battlefield: A Perspective on Integrating  
Combat Service Support, November 1992

CALL Newsletter No. 94-2: Logistics--Supporting the Offense, July 1994

Lessons Learned, NTC Observer Controller Comments

### **Other References**

### **CGSC Student Text**

- 101-5          Command and Staff Decision Processes, February 1995
- 101-6          G1/G4 Operations, June 1995

**Battle Command Battle Laboratory Publication**

**Battle Command: Leadership and Decision Making for War and Operations Other Than War,  
Battle Command Battle Laboratory, Fort Leavenworth, KS, April 1994**

**Appendix A**  
**Acronyms and Abbreviations**

<b>AAR</b>	after-action review
<b>AD</b>	air defense
<b>ADA</b>	air defense artillery
<b>ADC</b>	area damage control
<b>AI</b>	area of interest
<b>ALOC</b>	administration and logistics operation center
<b>AN</b>	author note
<b>AO</b>	area of operations
<b>App</b>	appendix
<b>ARI</b>	Army Research Institute
<b>ARTEP</b>	Army Training and Evaluation Program
<b>ASR</b>	alternate supply route
<b>ATP</b>	ammunition transfer point
<b>AXP</b>	ambulance exchange point
<b>BCOC</b>	base cluster operations center
<b>BCTP</b>	Battle Command Training Program
<b>Bde</b>	brigade
<b>BF</b>	battlefield function
<b>BMO</b>	battalion maintenance officer

<b>Bn</b>	<b>battalion</b>
<b>BOS</b>	<b>battlefield operating system(s)</b>
<b>BSA</b>	<b>brigade support area</b>
<b>C2</b>	<b>command and control</b>
<b>C3</b>	<b>command, control, and communications</b>
<b>C3I</b>	<b>command, control, communications, and intelligence</b>
<b>CALL</b>	<b>Center for Army Lessons Learned</b>
<b>CAS</b>	<b>close air support</b>
<b>CCF</b>	<b>critical combat function(s)</b>
<b>CCIR</b>	<b>commander's critical information requirements</b>
<b>CGSC</b>	<b>Command and General Staff College</b>
<b>CL</b>	<b>class</b>
<b>CL III</b>	<b>petroleum, oils, lubricants</b>
<b>CL IV</b>	<b>construction and barrier material</b>
<b>CL V</b>	<b>ammunition</b>
<b>CL VII</b>	<b>major end items</b>
<b>CL IX</b>	<b>repair parts and components</b>
<b>Co</b>	<b>company</b>
<b>COA</b>	<b>course of action</b>
<b>CP</b>	<b>command post</b>
<b>CPX</b>	<b>command post exercise</b>
<b>CS</b>	<b>combat support</b>

<b>CSR</b>	controlled supply rate
<b>CSS</b>	combat service support
<b>CSSAMO</b>	combat service support automation management officer
<b>DA</b>	Department of the Army
<b>DISCOM</b>	division support command
<b>DMMC</b>	division material management center
<b>DMOC</b>	division medical operations center
<b>DP</b>	decision point
<b>DS</b>	direct support
<b>DST</b>	decision support template
<b>DTDD</b>	Directorate of Training Development and Doctrine
<b>DZ</b>	drop zone
<b>EEFI</b>	essential elements of friendly information
<b>EPW</b>	enemy prisoner(s) of war
<b>FFIR</b>	friendly forces information requirements
<b>FLE</b>	forward logistics element
<b>FM</b>	field manual
<b>FN</b>	field note
<b>FS</b>	fire support
<b>FSB</b>	forward support battalion
<b>FSE</b>	fire support element



<b>FTX</b>	field training exercise
<b>FXIITP</b>	Force XXI Training Program
<b>GRREG</b>	graves registration
<b>HET</b>	heavy-equipment transporter
<b>HHC</b>	headquarters and headquarters company
<b>HN</b>	host nation
<b>HNS</b>	host nation support
<b>HQ</b>	headquarters
<b>HSS</b>	health service support
<b>IAW</b>	in accordance with
<b>IN</b>	infantry
<b>INTSUM</b>	intelligence summary
<b>IPB</b>	intelligence preparation of the battlefield
<b>IR</b>	information requirements
<b>ITTBBST</b>	Innovative Tools and Techniques for Brigade and Below Staff Training
<b>LD</b>	line of departure
<b>LOC</b>	lines of communication
<b>LOGPAC</b>	logistics package
<b>LP</b>	listening posts
<b>LRP</b>	logistics release point

LZ	landing zone
M/CM/S	mobility/counter-mobility/survivability
MCO	movement control officer
MCOO	modified combined obstacle overlay
MCP	maintenance collection point
MDMP	military decision-making process
MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time available
MOPP	mission-oriented protective posture
MP	military police
MQS	military qualification standards
M/S	mobility-survivability
MSR	main supply route
MST	maintenance support team
MTP	mission training plan
NAI	named area of interest
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NMC	nonmission capable
NTC	National Training Center
OC	observer-controller

OP	observation post
OPLAN	operations plan
OPORD	operations order
OPSEC	operations security
PAC	personnel and administration center
PIR	priority intelligence requirements
POL	petroleum, oils, and lubricants
PSYOP	psychological operations
PX	post exchange
R&S	reconnaissance and surveillance
RACO	rear area combat operations
RCPOC	rear command post operations center
ROM	refuel-on-the-move
RSR	required supply rate
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
SAFAD	small arms for air defense
SIT TEMP	situation template
SITMAP	situation map

SME	subject matter experts
SOI	signal operating instructions
SOP	standing operating procedures
SPO	security, plans, and operations
STP	soldier's training publication
TCF	tactical combat force
TF	task force
TLP	troop leading procedures
Tm	team
TOC	tactical operations center
TOW	tube-launched, optically tracked, wire-guided missile
TRADOC	U.S. Army Training and Doctrine Command
TSOP	tactical standing operating procedures
ULLS	unit level logistics system
UMCP	unit maintenance collection point
USAARMC	United States Army Armor Center
USAARMS	United States Army Armor School
WARNO	warning order
WSRO	weapons system replacement operations
XO	executive officer